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# Developing Strategies for Hiring Managers: A Case Study on Hiring Employees

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# Walden University

College of Management and Technology

This is to certify that the doctoral study by

Sylvia Gholston

has been found to be complete and satisfactory in all respects,  
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the review committee have been made.

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Walden University  
2015

Abstract

Developing Strategies for Hiring Managers: A Case Study on Hiring Employees

by

Sylvia D. Gholston

MBA, University of Phoenix, 2002

BS, Southern University, 1999

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

December 2015

## Abstract

Gaining information about competency within hiring practices is critical for hiring managers seeking to hire skilled workers, improve employee fit, and lower hiring cost. Employee replacement cost ranges from 30% of an entry-level engineering or aeronautical employee's salary to 400% for a high-level employee in those fields. Guided by the transformational leadership theory and the decision-making theory, the purpose of this qualitative exploratory case study was to explore the hiring strategies used by 4 hiring managers to hire employees for organizational fit. The managers work within the aeronautics and engineering fields within the Southeast region of the United States, which included metro Atlanta, Georgia, and South Carolina. Data came from semistructured interviews with the hiring managers and company documents. Member checking was employed as a means of reinforcing credibility and trustworthiness. The data were analyzed and coded and 5 themes emerged: job descriptions and job requirements, resume review and interview matrices, practical demonstrations, leadership training, and compensation and benefits. By implementing practices that management supports, hiring managers can succeed in hiring employees for organizational fit. The findings may influence social change in that if hiring managers select the right workers, the business may sustain operations in the community and thus contribute to the prosperity of the employees, their families, the community, and the economy.

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## Dedication

I dedicate this research project to Reggie, RJ, Quincy, and Briana. When you work hard, anything is possible.

## Acknowledgments

The completion of this doctoral study would not be possible without the support of so many people. To my parents, Archie and Laura Tanner, thanks for teaching me about dreaming. I would like to offer a special thanks to my husband and children for their support and sacrifice during this journey. Thank you to Richard and Betty Gholston for being great in laws and for their thoughts throughout this process. To Dr. Lorraine Anderson, no words can express my gratitude for your encouragement and support.

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## Section 1: Foundation of the Study

Company executives require that hiring managers hire workers to complete company tasks (Sumanth & Cable, 2011). Ineffective hiring of employees may decrease the competitive advantage of a company (Tanguay, Camp, Endres, & Torres, 2012). The ability to use efficient hiring practices are essential in a company's strategy (Rehman, 2012). Common practices used for hiring employees include reviewing resumes, checking references, and conducting interviews (McEntire & Greene-Shortridge, 2011). Managers use the information within the resume to determine which candidate fits the needs of the organization (Tanguay et al., 2012). While conducting the selection process, managers may inefficiently choose a candidate.

The focus of this study was to explore the strategies of hiring managers who have hired candidates successfully for retention. A qualitative exploratory case study allowed me to interview participants to find best practices and gain insight (Breslin & Buchanan, 2011). Chronicling the experiences of hiring managers with hiring strategies is vital in understanding what strategies are useful in hiring employees for retention. Hence, this research study could lead to positive social change by informing hiring managers of hiring strategies that result in decreased costs and increased productivity.

### **Background of the Problem**

Within a company, hiring is the responsibility of the managers (Kottke & Pelletier, 2013). Hiring an efficient worker for the job is an important function to maintain performance quality and retention within a business (Sumanth & Cable, 2011). Hiring managers may lower organizational costs if they use effective hiring strategies

(Poddar & Madupalli, 2012). Improper hiring techniques increase business costs due to employee turnover (Poddar & Madupalli, 2012).

While the baby boomer generation continues to leave the workforce, the criteria for hiring employees determines organizational standards for adding employees (Oladapo, 2014). Hiring qualified, motivated, hardworking, and efficient workers is helpful for business leaders. Qualified workers tend to stay with companies for longer periods of time (Oladapo, 2014). The need to fill positions can impact organizational hiring practices. Boon, Den Hartog, Boselie, and Paauwe (2011) determined that hiring managers use strategies for adding employees whose qualifications and style fit the organization. When hiring criteria are ineffective, the prospect of finding that fit with a candidate is compromised, which can impact retention and productivity (Oladapo, 2014). Additionally, human capital is a value-added determinant of worker proficiency, which contributes to the performance of a company. In order for hiring strategies to lead to sustained employee performance, organizational leaders must find opportunities to implement effective hiring procedures.

The improper hiring of employees can increase the direct cost for a business (O'Connell, Kung, & Tristan, 2011). Direct cost includes recruitment and training for new employees (Sumanth & Cable, 2011). Hiring managers must make effective hiring decisions to maintain competitive advantage (Poddar & Madupalli, 2012). Ineffective hiring practices lead to employee turnover and increased business costs (Poddar & Madupalli, 2012). The cost of inefficient recruiting and hiring new employees could rise to over 500 times an hourly workers' salary (McKeown, 2010). The loss of employees

creates a deficiency in the number of trained workers and lowers organizational productivity (Poddar & Madupalli, 2012). Executives save on organizational costs when managers fill the organization's positions without invalid deductions (Tanguay et al., 2012). To achieve this, hiring managers require strategies for recruiting and selecting employees.

### **Problem Statement**

As the baby boomer population is beginning to decrease the supply of workforce talent, hiring practices are important for businesses, especially for employee fit and retention (Oladapo, 2014). Ratna and Chawla (2012) suggested that ineffective hiring could cost business owners 25% of an employee's yearly salary. Companies rely on the competency of hiring managers to hire employees for organizational fit (Johnson, 2014). Information concerning competency within hiring practices is important for business leaders who want to improve employee fit and lower hiring cost. The general business problem is that some hiring managers are unable to make hiring decisions for organizational fit, which results in lower retention and increased hiring costs. The specific business problem is that some hiring managers lack strategies to hire employees that fit into the organization.

### **Purpose Statement**

The purpose of this qualitative exploratory case study was to explore the strategies of hiring managers to hire employees that fit into the organization. The population for this study included four hiring managers from a large aeronautics and engineering company from two different locations in metro Atlanta, Georgia, and South

Carolina. These hiring managers were selected to participate in semistructured interviews because they possessed experience using strategies for hiring employees for retention. Breslin and Buchanan (2011) suggested that interviewing based on the case study method helps researchers find best practices and provide insight from gathered data. I also reviewed company documents to further explore information on hiring practice strategies in order to triangulate the data (Walshe, 2011).

Business leaders could use the findings of this study for creating strategies for hiring managers to use during the processes of recruitment and hiring employees. The findings from this study could impact social change by informing executives and the business community about the strategies for hiring employees. By hiring employees for organizational fit, companies might be more profitable. By maintaining profits, the business may sustain operations in the community and contribute to the prosperity of the employees, their families, the community, and the economy.

### **Nature of the Study**

The three research method options are qualitative, quantitative, and mixed methods (Harrison & Reilly, 2011). The research method for this study was qualitative, which allowed the opportunity to explore the experiences of the participants through interviews, observations, recording, and documentation (Hays & Wood, 2011). Qualitative research is a means for questioning and grasping the significance of a problem through individuals or groups with experience with the problem (Allwood, 2012). When exploring strategies, a researcher uses qualitative in-depth probing through semistructured interviews (Suri, 2011). The quantitative method was not appropriate for

this study because the goal was to explore the business problem using the experiences of hiring managers. Allwood (2012) stated that the quantitative method aids researchers with testing theories by examining the relationship between variables. In addition, quantitative researchers measure variables using instruments to retrieve numerical data for analysis (Allwood, 2012). The mixed method approach requires combining both qualitative and quantitative forms (Poortman & Schildkamp, 2012). Therefore, neither the mixed methods nor the quantitative method were appropriate for this study because both use mathematical data and the research of this business problem focused on life experiences.

For this qualitative study, I chose the case study design. The case study design aids with exploring a single or multiple phenomenon using in-depth data collection processes that involve numerous sources of information (Yin, 2014). Case study design provides researchers with the opportunity to build best practices (Breslin & Buchanan, 2011). Additionally, using a case study design helps to identify the formation of social interactions and create results within a specific setting (Barbaroux, 2011). A case study design was the best design for exploring hiring managers' experiences regarding strategies to hire employees for organization fit. For this reason, designs such as ethnography, phenomenological, and grounded theory were less appropriate.

### **Research Question**

The purpose of this qualitative exploratory case study was to explore strategies used by hiring managers to hire employees for organizational fit. The research question for this study was as follows: What strategies could hiring managers use to hire



employees for organization fit? This question derives from previous literature on transformational leadership, and decision making depicting the need to expand on this topic. The instrument used for this study is the Gholston Research Guide located in Appendix A and contains the following interview questions:

### **Interview Questions**

1. Please describe your role in the business both operationally and strategically.
2. Based on your experiences, what hiring challenges are unique to hiring managers?
3. What is your experience with the decision-making process for hiring employees?
4. How have you strategically motivated the hiring managers to hire the best candidate for organization fit?
5. How might outside factors affect the hiring of employees and the competitive advantage of the company?
6. What are the hiring strategies used within your organization?
7. Please describe your thoughts or procedures in place for the following.
  - a. What strategies could your organization adopt to ensure the effective hiring of employees?
  - b. What is the current timeframe used for hiring employees once a position is open?
  - c. How do you foresee your strategies helping the hiring process evolve?
8. What additional information or thoughts could you share that are pertinent for the purpose of the study that were not included within the interview?

## **Conceptual Framework**

Two theories, transformational leadership and decision field theory, provided a framework for this research study. The theories helped determine the premise of the study, which focused on candidate selection, hiring, and hiring managers. The principles within each theory enabled the study to formulate strategies for hiring managers.

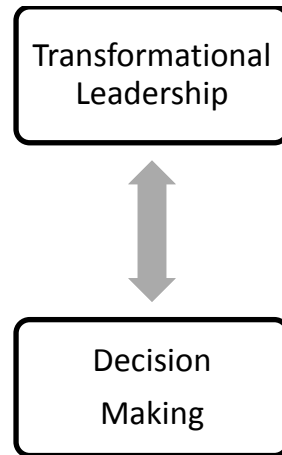
### **Transformational Leadership**

The first basis for the conceptual framework was transformational leadership based on Burns' (1978) transforming leadership theory, which evolved into transformational leadership in the 1980s. Bass and Avolio (1993) developed transformational leadership further as a means of depicting the methods of leaders. Transformational leaders are motivators who create strategies and follow procedures to develop new processes (Bass & Avolio, 1993). As applied in this study, transformational leadership style may contribute to improved hiring strategies.

### **Decision Making**

The second basis for the conceptual framework was decision making. According to Hotaling, Busemeyer, and Li (2010), individuals reach conclusions in decision making using the decision field theory approach. Based on the model, individuals make decisions over a period of time due to the unique situations and experiences of those individuals (Scheibehenne, Rieskamp, & Wagenmakers, 2013). The principles, morals, and perceptions of individuals become the catalyst for conduct and are fundamental to decisions making (de Almeida & Bohoris, 2011). The decision field theory is an important concept for the framework because hiring employees requires making informed

decisions. Decision field theory is most effective for encouraging hiring managers to use insight and strategies as a means of connecting hiring decisions with organization fit.



*Figure 1:* Conceptual framework of the study.

### **Operational Definitions**

*Hiring practices:* Strategies and steps used in the employee selection process (De Nisi & Griffin, 2012).

*Impression management:* A process used by individuals to attempt to influence the perception that others have of the individual's persona (Kleinmann & Klehe, 2011).

*Motivation:* The degree to which a person wants and chooses to engage in specified behaviors (Cadwallader, Jarvis, Bitner, & Ostrom, 2010).

*Talent manager:* Used interchangeably with hiring manager, an individual who interviews and hires employees. (Johnson, 2014).

*Talent management:* A set of processes for attracting, hiring, and retaining talent to meet company needs (Oladapo, 2014).

### **Assumptions, Limitations, and Delimitations**

The purpose of this subsection is to discuss facts assumed true while conducting research for this study. In addition, within this subsection are the potential weaknesses of the study and boundaries that guided the scope of this study. Within this discussion are the risks involved with the assumptions.

#### **Assumptions**

Assumptions are ideas assumed by the researcher without proof (Marshall & Rossman, 2016). My first assumption was that some hiring managers have experience with strategies for hiring candidates. The second assumption was that the qualitative method and case study design was an appropriate method and design for this study. The third assumption while conducting this research was that hiring managers would be willing to participate in the interview process. The fourth assumption in this study was that the participants would honestly discuss their experiences during the interview process. The fifth assumption while conducting this research was that I would not violate any laws or ordinances in conducting face-to-face interviews in the natural setting of the participants.

#### **Limitations**

Limitations are constraints on the findings of the study that are beyond the control of the researcher (Marshall & Rossman, 2016). Since I am using the qualitative method for conducting research, the goal is to gain a homogeneous managerial population. Therefore, the first limitation for the study was that the strategies of each manager could be different. Correspondingly, the next limitation was the extent of the knowledge and

experiences of the hiring managers who were available. The third limitation of this study was that potential bias might limit the participant interviews as well as the participants' ability to recall events in an accurate way. The fourth limitation was that the participants might feel uneasy about disclosing information regarding the hiring techniques and decisions made in hiring employees. This discomfort could cause the participants to inaccurately remember their strategies for hiring employees.

### **Delimitations**

Delimitations are boundaries within this proposed research study due to the choices of the researcher (Marshall & Rossman, 2016). The sample size for this study was hiring managers with experience in the fields of engineering and aeronautics. The results of the study may not apply for hiring managers in other fields. The scope of this study was limited to metro Atlanta, Georgia, and South Carolina. Due to the geographical location of this study, the next delimitation was the amount of time required for travel and study completion.

### **Significance of the Study**

The significance of this study includes the potential contributions to effective business practices. In addition, within this section is a discussion on the contributions to positive social change.

### **Contribution to Business Practice**

Researchers suggested the important role managers play in the process of hiring employees (Sumanth & Cable, 2011). Business executives could benefit from the study findings by adjusting the methods used to hire employees for organizational fit. By

business executives broadening their understanding of possible strategies for hiring managers to hire candidates, companies could potentially decrease costs and increase profits. Limited research is available on strategies for hiring managers to hire candidates who fit well into the organization. While reviewing applicant resumes, managers may reflect on the biases that stem from previous alliances or experiences. An example of a bias that may influence a manager's selection is similar educational affiliations (Melton & Cunningham, 2012).

Conducting research to understand what methods hiring managers use could provide vital information about effective strategies needed to hire employees for organization fit. Business executives could also utilize the results of this study to make adjustments in the training procedures or guidance provided to hiring managers in terms of recruitment, resume reviewing, and processes for selection of employees. If hiring managers make selection decisions based solely on personal similarities to the candidate, the managers may hire the wrong employee. Ineffective screening and hiring processes within a business could cost 25% the salary of a worker (Ratna & Chawla, 2012).

### **Implications for Social Change**

Understanding the strategies for the hiring of employees could provide information to business executives that are helpful for improving hiring procedures. Society could benefit from the impact of this research because the research results could provide a framework for uncovering adverse hiring issues within organizations. In addition, I attempted with this study to explore the thought processes and strategies of hiring managers that could impede the implementation of adequate hiring decisions on a

continuous basis. The social impact of this research is important because reducing ineffective hiring can improve the number of effective workers within a business, lead to lower turnover, help maintain business operations, and in turn sustain the business within the community (Poddar & Madupalli, 2012).

Business and society are interdependent. In other words, business executives contribute to society through economic dynamics. The decisions of business executives resonate throughout society. The results from this study could provide hiring managers with insight into effective hiring techniques that could aid the successful hiring of effective workers. By business executives understanding the possible strategies for hiring managers to hire employees for organizational fit, business executives may implement adjustments to decrease hiring failures and promote the reputation of the business within the community.

### **A Review of the Professional and Academic Literature**

The literature review for this research study provides a background of previous research conducted. The need to understand the strategies for hiring employees is important. As a result, the research question for this study was what strategies could hiring managers use to hire employees for organizational fit. The conceptual framework encompasses required information on the concepts of transformational leadership style and decision making. At the beginning of this literature review are the databases and keywords used for searching for articles.

## **Documentation**

In order to find information for the literature review, I used the Walden University library database to gather peer-reviewed articles for the foundation of this study. The databases through the library included ProQuest, ABI/INFORM Global, Academic Search Complete, Ebsco Host, SAGE Premier, Google Scholar, and Business Source Complete. The following keywords and phrases aided with conducting research in the library: *hiring practices, transformational leadership style, managers, decision field theory, motivation, managerial challenges, strategies, impression management, interviewing, potential employees, influences, resume, decision making, leadership, talent management*, and combinations and variations of these words.

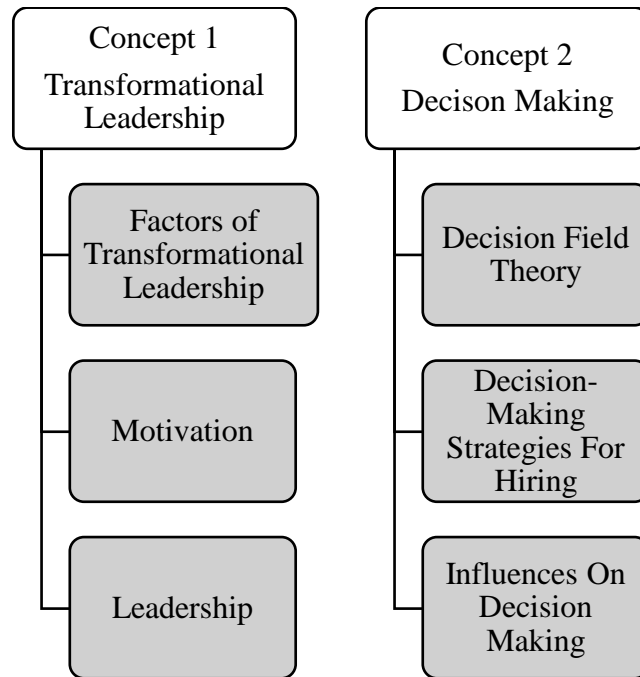
The initial research provided a plethora of peer-reviewed articles, dissertations, and books. To meet the Walden DBA requirements, the document search focused on articles published from 2011 to 2015. To maintain academic rigor, the final study contains 144 peer-reviewed journal articles and 4 books. In addition, 93% of the referenced literature sources were published within the past 5 years.

## **Overview of the Study**

Researchers use literature reviews as an organized, topic motivated understanding of existing literature conducted by practitioners and scholars (Lambert & Lambert, 2013). Within this review is information from multiple authors that stem from the components of the conceptual theories. In addition, the literature reviewed revealed the extent of the concerns as well as possible techniques for leaders of organizations requiring measurable hiring strategies.



Business leaders utilize the selection process as a method for hiring workers (Rehman, 2012). Poddar and Madupalli (2012) determined that ineffective employee selection procedures increase the employees' intent to leave and lowers the loyalty of employees. Company leaders who hire employees can learn from the concept of transformational leadership style during the interview process as a means of identifying the influence the concept has on hiring managers. The literature review highlights the most important concepts that are current and relevant to this research study; a graphic illustration of its organization appears in Figure 2.



*Figure 2: Organization and subsections of the concepts within the review of literature.*

### **Transformational Leadership**

Kochanowski (2011) determined that on a daily basis managers work with subordinates who depend on the competence of the supervisor for knowledge and instructions to help them finish required work tasks. The concepts discussed within this

section are transformational leadership, motivation, and leadership strategies. In order for an organization to maintain productivity, leaders within these companies should provide workers with vital training and strategies to complete tasks.

Hiring employees, managing those employees, and retaining employees is a key human capital strategy that impacts the sustainability of a business (Collins, 2014).

Transformational leadership style depicts leaders who follow procedures and develop strategies to inspire workers to achieve the goals of the company (Bass & Avolio, 1993).

Transformational leaders could succeed with providing strategies for improving hiring practices, as they have the ability to motivate workers to ensure that other hiring managers follow company processes.

**Factors of transformational leadership.** Transformational leadership style stems from the idea that organization leaders can promote the highest level of performance. Subordinates and leaders have expectations about earning satisfaction when the company workers reach a goal or complete a performance task. This achievement stems from transformational leaders performing critical functions within the organization (Bass & Avolio, 1993). The functions include helping employees look into their own self-interest while taking into account the needs of the organization. Transformational leaders understand the required outcome from decisions as well as the importance of those outcomes (Bass & Avolio, 1993).

Transformational leadership includes four concepts: ideal influence, individualized consideration, inspiring motivation, and logical stimulation (Grant, 2012). These concepts, which are aimed at helping transformational leaders increase

performance, could also aid in improving hiring practices for organizational fit. During the hiring process, factors such as leadership style influence hiring decisions (Bottger & Barsoux, 2012). Hiring managers utilize the influence of their leadership for conducting hiring practices (Bottger & Barsoux, 2012). Based on the need to hire for organizational fit, transformational leadership could be a catalyst for improving hiring strategies.

A key aspect of transformational leadership is the focus on a contract of trust and motivation, which improves performance and increases employee retention (Betchoo, 2014). Additionally, through transformational leadership, members of management generate strategies to develop and retain the talent required for daily business operations (Betchoo, 2014). Through both transformational leadership and effective hiring strategies, hiring managers have the ability to more accurately determine the person-organization fit during the hiring process (Bottger & Barsoux, 2012). Finding the right worker positively impacts turnover costs and productivity.

**Motivation.** A key quality of a productive leader is the ability to motivate workers; it is one of a business leader's primary functions (Li, Sheldon, & Liu, 2015). The two types of motivation are intrinsic and extrinsic (Benedetti, Diefendorff, Gabriel, & Chandler, 2015). When an individual acts in a specific manner for internal benefit or vindication, the person is reacting to a form of intrinsic motivation (Pierce, Cameron, Banko, & So, 2012). On the other hand, if an individual performs due to external incentives, the person is extrinsically motivated (Dysvik & Kuvaas, 2013). Offering external accolades is a common technique used for motivating and encouraging workers. Business leaders may also use monetary rewards as a method for motivation and

encouragement (Malik, Butt, & Choi, 2015). Encouraged and motivated workers tend to work within company standards as well as complete company tasks more effectively than unmotivated employees (Benedetti et al., 2015).

The motivation of workers is a likely determinant of the success of an employee. Therefore, understanding the behavioral processes of workers would enhance the company's competitive profile (Butt, Hu, Shafi, & Malik, 2015). According to Maslow (1943), individuals are motivated by five basic needs: (a) physical wellbeing, (b) security, (c) belongingness, (d) value, and (e) self-fulfillment. Using the hierarchy of needs helps to determine effective encouragement based on the desires of individuals. Although fulfilling the specific needs of an individual provides motivation, the relative power of the need may modify over time. Managers would be advised to recognize the concerns of their subordinates and discern when the needs of workers change.

David and Pandey (2015) found that motivation extends beyond character and individual actions. When workers are motivated to complete work-related tasks, their work satisfaction increases, which strengthens job commitment (Voigt & Hirst, 2015). Employee work ethic and performance can change based on the rewards provided by the company. The rewards provided to workers can actuate both intrinsic and extrinsic motivation (Li et al., 2015).

**Leadership strategies.** Chen, Zhu, and Zhou (2015) determined that effective leadership is necessary for achieving and maintaining a company's competitive edge. It is also essential for promoting individual achievement on the job. Leaders should have the means to encourage subordinates to finish work related tasks and embrace the culture of

the business (Chen et al., 2015). The form of leadership style used and the methods established by a manager may influence the performance of employees. Leadership success involves the ability to solve issues through analytical and critical thinking (Bolger, Mackey, Wang, & Grigorenko, 2014). On the other hand, David and Pandey (2012) determined that the art of being a good leader entails having the means to motivate workers to utilize current work knowledge, acquire additional job expertise, and develop personal strategies that could aid them in completing tasks. As business trends shift, management needs to facilitate adaptive changes (Bolger et al., 2014).

The character of business leaders is an important element in promoting achievement within an organization (Demirtas & Akdogan, 2015). Oc, Bashshur, Daniels, Gregauras, and Diefendorff (2015) suggested that leader humility is important for maintaining efficiency within the workforce. They also discovered common behaviors of effective leaders. Those behaviors include commitment and understanding. Although there are certain character traits that when reflected in the behaviors of leaders create a positive effect, there are also managerial characteristics that leaders should not possess. The researchers failed to determine those characteristics. In addition, Vroom (1964) determined that worker characteristics are equally significant as the characteristics of managers.

Transformational leadership and transactional leadership are the two common forms of leadership. The way an individual inspires and encourages others is leadership (Bolger et al., 2014). Wright, Moynihan, and Pandey (2012) determined that transformational leaders enhance the goals of the business while increasing the

knowledge and commitment of employees. Additionally, managers use transformational leadership style to inspire workers to gain knowledge on work standards and to understand and accept the methods used by managers (Wright et al., 2012). In contrast, a transactional leader believes in rewarding employees for completing tasks (Sahaya, 2012). This form of leadership requires clearly explaining to workers the job requirements and the concomitant rewards so that subordinates understand what they gain from completing their work (Sahaya, 2012). The effectiveness of the transactional leadership style may be more temporary since it must be sustained by an on-going system of rewards.

Effective leaders should have an understanding of the needs of the business as well as the ability to compel workers to fulfill those needs (Birasnav, Rangneker, & Dalpati, 2010). In addition, there is a correlation between the form of leadership used and the competitive strength of a business. Transformational leaders believe in leveraging individual competence into team success. According to Pierce et al. (2012), transformational leaders use intrinsic motivation to get workers to complete tasks. Transformational leaders share information and organizational goals with workers (Bass & Avolio, 1993). As put forth in decision field theory, the views, opinions, ethics, and skills of an individual determines the individual's decisions (Scheibehenne et al., 2013). When employees know what is essential to achieving work related goals, working with leaders to achieve those goals creates unity and improves job outcomes.

*Strategies for leaders.* Business leaders attempt to create strategies for meeting the needs and goals of the company. The quality of the strategies determine the success of

the organization (Kalyani & Sahoo, 2011). Additionally, Bonn and Fisher (2011) suggested that the strategies used within a company determine the tools needed to complete the strategies as well as highlight the goals of the company. Since the definition of the concept of strategy is broad, managers should use critical thinking skills as a means of enhancing the business as a whole. Regardless of the definition used for the concept of strategy, the technique is important for gaining and maintaining an edge over other businesses within the same industry.

Establishing effective business strategies that align with the needs of the business helps managers achieve an edge over the competition. Zaefarian, Henneberg, and Naude (2013) conducted research on 254 business service firms to assess the importance of company strategies. They determined that business strategies should entail improving worker relationships and worker performance. Kernbach, Eppler, and Brescian (2015) gathered data from 76 managers to determine the importance of establishing a sound business strategy. The researchers concluded that the way management presents company strategies relates directly to the acceptance of strategies by employees and help hiring managers select workers. Therefore, the proper presentation of strategies facilitates effective implementation of those strategies, which could in turn leads to effective policies, a productive workforce, competitive advantage, and reduced business costs (Dasilva & Trkman, 2014).

*Talent management.* Business leaders should realize the importance of having the correct people in the workplace. Talent management is an important human capital strategy that affects productivity (Green, Albanese, Cafri, & Aarons, 2014). In order for

an organization to gain competitive advantage, managers should properly hire workers, engage employees, and retain personnel (Sharma, 2014). Workers who fit within the organization are a crucial requirement for any organization (Sharma, 2014). Managing the hiring, training, and compensation of employees is important for the sustainability for an organization (Sharma, 2014).

Managing workers is a job for the leadership of an organization. A main component for successful talent management is leadership style. Transformational leaders manage employees by combining the needs of workers and the goals of the business through motivation (Bass & Avolio, 1993). The culture of the organization is the catalyst for this vision (Bass & Avolio, 1993). Adapting comfortably to the culture of the organization is a major component of organizational fit. Leaders should know that the concept of organizational fit is about both understanding the needs of the business and determining the type of employees required to fulfill those needs (Botter & Barsoux, 2012). Through transformational leadership, managers have the opportunity to motivate subordinates to understand the goals of the company, self-evaluate their work performances, and alter their thinking as needed to adapt to the company's culture (Chi & Pan, 2012). The new way of thinking for these leaders should include strategies for accurately assessing the organizational fit of a candidate.

The success of a business can depend on improving the decision making process of the individuals responsible for hiring and retaining workers (Vaiman, Scuillion, & Collings, 2012). Additionally, the decision makers within an organization should focus



on the human capital and talent management issues, which could aid with increasing competitive advantage (Vaiman et al., 2012).

### **Decision making**

The decisions of company leaders aids with improving business operations. As a person gains experience, that experience impacts the decisions made by the individual (Bell & Martin, 2012). There are several elements that impact the decision-making process. According to Seo, Kun, and Dae (2013), verbal communication, preparation, and reducing bias are the elements that improve the decision-making process. When business leaders exhibit these elements while motivating workers, both management and subordinates can improve work tasks. Based on the conceptual framework for this study, this increased communication and decision making should aid with providing strategies for the effective hiring of employees.

**Decision field theory.** The conceptual framework for this study includes decision field theory. According to Scheibehenne et al. (2013), the views, opinions, ethics, as well as the performances of a person depict his or her decisions. Additionally, the decision field theory aids with understanding how people place their thoughts on separate portions of an issue as a means for finding appealing outcomes for the decisions made (Berkowitsch, Scheibehenne, & Rieskamp, 2014). Through the decision field theory people assess situations or attempt to foresee all the imaginable results that stem from a choice. Accordingly, after a person perceives the outcome of a choice that individual then proceeds to choose the most acceptable result for the situation at hand (Scheibehenne et al., 2013). Furthermore, leaders use the decision field theory as a tool for reporting how

people craft decisions and not a tool for determining what people must do to craft their choices (Berkowitsch et al., 2014). When individuals make choices, the common thought is to make a choice based on a result with the slightest conflict.

Workers depend on the knowledge of company leaders for routine business practices. Research conducted by Linna, Pekkola, Ukko, and Melkas (2009) determined when leaders make decisions based on personal situations and partiality tend to interrupt those decisions which could cause business outcomes conducted by workers to decrease. Additionally, Linna et al. determined that the results of the policies of managers could cause the leaders and workers to have a different understanding on the methods for completing tasks and work standards. When there is a separation in the understandings of leaders and workers, productivity and work performance decreases (Linna et al., 2009).

Demirtas and Akdgan (2015) determined the leaders should allow workers to provide feedback within the decision-making process. Demirtas and Akdgan suggested that ineffective leader choices could increase an employee's intent to leave, recruitment, and the cost associated with replacing the employee. The operational budget of the business directly impacts when turnover occurs. Furthermore, as employees leave, production decreases which can cause the loss of an edge over the competition (Poddar & Madupalli, 2012). Additionally, Melton and Cunningham (2012) determined that the affiliations within the business influence the decisions of leaders, which affects business profits. The results suggest the importance of managers working to make business choices that aid with needs and standards of the business.

Although the amount of literature on decision making is bountiful, this subsection of the literature review covered topics on decision making from experiences. Recent studies found suggested that managers understand the effects that experiences have on decision making.

**Decision-making strategies for hiring.** Selecting workers is a procedure organizational leaders use for acquiring workers. The need to fill company positions can affect the hiring practices of the company. Because of this need, the strategies used by hiring professionals aid with finding workers that fit within the business (Boon et al., 2011). Additionally, improper selection techniques could cost company leaders to spend over 500 times an hourly workers' salary (McKeown, 2010). The method utilized for finding workers is significant for managers as a means for lowering business costs. The procedures used for hiring workers include reviewing resumes and conducting interviews (Tanguay et al., 2012).

Using different approaches provide leaders with options for recruiting workers thus increasing the likelihood of gaining competent candidates (Davison, Maraist, Hamilton, & Bing, 2012). Additionally, specifying the requirements of the occupation should limit applicant confusion. When determining the job requirements, leaders could request that applicants have specific skills, specific educational achievements, and a certain amount of job experience at a previous company. In addition to job requirements, some leaders require assessments or some form of presentation to showcase skills (Mueller & Baum, 2011). Using assessments could help leaders gather pertinent information on the skills of the job candidates (Jonsson & Rancano, 2013). Therefore,

using specific selection processes places limits on the perceptions of the managers during the hiring process (Melton & Cunningham, 2014). Using these requirements and policies if used properly by managers could help with finding qualified workers.

Tas and Ergin (2012) determined that obtaining workers with college degrees aids with achieving competitive advantage. Additionally, using requirements such as achieving and education helps with obtaining a large sample of applicants that met the minimum job requirements. The researchers Tas and Ergin also suggested that a large pool of candidates help with hiring decisions because the pool limits the number of nonqualified applicants.

Prior to creating the job description and selecting workers, hiring managers should determine the goals of the company. After the determination of the goals, the recruitment and selection procedures begin. The processes used by managers help with receiving information from suitable applicants (Gramm & Schnell, 2013). Additionally, when business leaders establish hiring strategies, the outcome of proper strategies, the outcome of proper strategies is employee retention (von Siemens, 2012).

The initial step for the employee selection process starts with hiring professionals obtaining and reading resumes. Hiring managers review the material placed within the resume in order to select a person to interview for open positions. According to Tsai et al. (2011), the resume assists with obtaining information on the applicant's hard skills such as work experience, and specific skill level. The scholars stated that evaluating hard skills aid with finding employees that could align with the culture of the organization. The scholar concluded that the requirements of educational background or college/university

of attendance could aid with finding workers. Requiring specific classifications help with creating a rapport with the individuals reading the resume of the applicant.

To elaborate on the skills outlined above, Robles (2012) determined that leaders should question the soft skills of applicants when reviewing qualifications. Robles determined that these skills include unmeasurable factors that include the demeanor of the person, viewpoint, etiquette, as well as disposition that could depict the knowledge of those job seekers. Company leaders believe that job seekers do not possess that knowledge.

The question looms about the importance of using the references of applicants for the employee selection process. Mueller and Baum (2011) believed that hiring managers have a difficult time contacting the references submitted by the job applicants. Furthermore, managers believe that the references submitted by candidates may only provide beneficial comments (Tews, Stafford, & Tracey, 2011). On the other hand, Tews et al. determined that previous employers provide sufficient feedback about the work ethic and skills of the candidate. In addition to work ethic, leaders should question if the candidate has the ability to work with others in a team environment (Robles, 2012).

Researchers Huang, Huang, and Chiu (2011) conducted research to question the employee selection procedures. Huang et al. concluded that marketing is an appropriate tool for soliciting and selecting workers. Hiring professionals should develop strategies through marketing that encourage other hiring managers to adapt proper techniques to hire workers. The techniques, which are job requirements, employee benefits, and advancement on the job opportunities, should help with getting job seekers to inquire

about employment opportunities. Huang et al. (2011) concluded that the techniques should help with assuring that suitable candidates apply for the job postings.

The goal of the hiring manager is to find and hire workers that fit into the organization. One of the techniques used by hiring managers to hire employees is the job interview (Sumanth & Cable, 2011). The job interviews can occur over the phone or face to face in an office setting. Through research, Sumanth and Cable determined that managers prefer the interview to placement tests because of the type of candidate that inquires about positions that require assessments. The researchers used a sample of 375 Master of Business Administration graduates for the research study. The participants believed that job testing eliminates qualified workers and interviewees provide deceiving details. According to Sumanth and Cable (2011), both the interview and placement tests help with selecting workers.

Some industry leaders use the aesthetics of workers to beat out the competition. In lieu of this concern, during the interview process hiring professionals may choose employees because of the interview results and the physical look of the applicant (Pfajfar, Knehtl, & Mitrega, 2010). The aesthetics trend is normal in the service industry because of the constant interaction with customers. Pfajfar et al. (2010) concluded that many employers might not admit to hiring based on looks alone, however, employers within the service industry agreed that aesthetics compliment skills and education. In turn, the researchers concluded that aesthetics is pleasing to the consumers and not the employer. On the other hand, researchers Cavico, Muffler, and Mujtaba (2012) stated that hiring

based on looks is a social norm. In addition, the controversial topic causes legal and managerial concerns for businesses.

Aesthetics is a tool that hiring managers use during the interview process to choose employees. In addition, hiring managers fall short in terms of having the skills needed to interview candidates. Camp, Schulz, Vielhaber, and Wagner-Marsh (2011) examined the thoughts of managers about their perceive knowledge on conducting employee selection interviews. Additionally, Camp et al. examined the managers' feelings towards using training to learn the procedures for conducting interviews. The researchers preferred face-to-face interviews to other forms of selections because of the belief that those forms of interviews provide better details on the job applicants. Survey questions aided with collecting data from 122 managers with the ability to hire employees. The results concluded that more than 70% of the study contributors actually interviewed applicants while the remaining participants wanted training on conducting interviews. Additionally, the later believed that due to the lack of interview skills, knowledgeable candidates did not get opportunities to earn work. Therefore, interviewing skills are an essential component for hiring employees (Camp et al., 2011).

When developing interviewing skills, hiring managers should use the two common interviewing techniques. Those techniques are professional questioning and situational questioning (Pomeroy, 2012). The professional questions aid with finding the abilities of the candidate. The situational questions help depict the work related opposition, negotiation skills, and the teamwork skills of the candidate. During the

interview process, hiring managers should find suitable workers that have the ability to complete job functions and work with others.

Hiring workers that intend to stay is a key factor in the selection process. O'Connell et al. (2011) determined that finding a good fit in workers lowers employee turnover while reducing business costs. According to Sumanth and Cable (2011), selecting new workers, worker pay, and employee job preparation are the direct costs associated with the selection process. Lowered employee loyalty and the inability to complete tasks on time are the indirect costs (McConnell, 2011). On the other hand, an employee with the intent to stay is only one factor of the selection process (Rivera, 2012). Another factor of the selection process is finding employees that fit into the organizational culture. Fit into the organizational culture and intent to stay occurs within a few months of receiving the job offer (O'Connell et al., 2011).

Although managers utilize several procedures and/or methods to screen and gain qualified employees, this subsection of the literature review on relevant articles covered the hiring practices. The current literature acquired identified that the resume is more than a document for inquiring about an applicant's work experience and education. Hiring professionals could use this document for inquiring about the soft skills such as work ethic, personality, and manners of an applicant (Robles, 2012). The resume review process in this literature review is important to explore some strategies used to select employees.

*Organizational fit.* When hiring employees talent managers recruit workers for organizational fit (Johnson, 2014). Organizational fit is important because fit depicts the



compatibility between the worker and the organization in which the employee completes tasks (Johnson, 2014). In addition, fitting into an organization occurs when one of the parties involves provides the needs of the others as well as the two parties sharing similar characteristics (Kristof-Brown & Billberry, 2012). When an individual fits within the organization, the goals of leadership, the organization, and the person more times than not are achieved. Company leaders that hire workers for organizational fit aids the company with lowering business costs because of the likely hood of retaining those employees (Johnson, 2014).

Chi and Pan (2012) determined that transformational leadership style aids with organizational fit. During the screening of potential employees, leaders try to hire workers for organizational fit. The task of hiring for organizational fit involves determining the needs, strategies, and goals of the company (Chi & Pan, 2012). This is becoming a difficult task due to the lack of talent within the application pool (Oladapo, 2014). During the screening process, it is hard to determine the skills of the applicant because of training these applicants have accumulated knowledge for writing to hone their self-presentation skills (Christensen & Wright, 2011). Through transformational leadership, a leader can inspire and train workers after the hiring process to ensure organizational fit and work ethic (Chi & Pan, 2012). On the other hand, (Kristof-Brown & Billsberry, 2012) determined that proper leadership styles are important during the screening process because those leaders understand the requirements for the job and can find those workers during the interview.

The impact of resume screening during the employment process should be of a concern for organizational leaders. Since leaders should not only consider the impression made by the candidate could impact the validity within the interview process (Christensen & Wright, 2011). Kleinmann and Klehe determined that through research, the applicant could attempt to depict organizational fit by reviewing the biography of the company as well as using items within the hiring manager's office to depict connections. Depicting organizational fit during the interview could aid the candidate with obtaining employment with the company. According to Kleinmann and Klehe (2011), a method for deterring impression management while hiring for organizational fit is to outline company strategies, vision, and strategic needs during the interview process.

During the research process, Nagy, Kacmar, and Harris (2011) used social identity theory and organizational fit to predict the usage of impression management theory within organizations. The researchers questioned 144 full-time state workers to understand the connection between five dimensions of impression management and self-evaluations, interaction, and managerial support. The five dimensions of impression management theory are self-promotion, ingratiation, exemplification, intimidation, and supplication (Nagy et al., 2011). Self-promotion occurs when a worker highlights his or her accomplishments. Additionally, Nagy et al suggested that ingratiation and exemplification occur when an individual flatters the person they attempt to impress as well as appear to be a good employee. Intimidation and supplication are negative behaviors used by supervisors to place fear into employees as a means of keeping order and lowering the amount of questions based on managerial decisions. The researchers

concluded that as a means of depicting organizational fit, individuals use some form of impression management during the interview process whether intentionally or unintentionally. Furthermore, the results should aid managers with understanding the importance of impression management theory when conducting interviews.

*Hiring practices.* The hiring practices of a business are important for organizational leaders whose goals are finding the right workers to increase company effectiveness (Bottger & Barsoux, 2012). Choosing the right worker for a job position could increase organizational productivity and lower cost (Boon et al., 2011). In addition, a sound person-organization fit within company hiring practices is essential when searching for employees (Boon et al., 2011). While hiring workers factors such as transformational leadership style for managers influences the process (Bottger & Barsoux, 2012). Hiring practices in conjunction with transformational leadership style could be the formula for improving company productivity thus increasing competitive advantage.

DeNisi and Griffin (2012) defined hiring practices as steps within the hiring process that includes recruitment and decisions on which candidate to employ. The process used for hiring and recruiting workers varies in each organization. Recruiting workers while attempting to find the right fit for a job position is an important factor when making hiring decisions (Bottger & Barsoux, 2012). Adopting improved hiring practices could be the antidote for increasing hiring issues within an organization.

Company leaders use numerous hiring strategies to select employees and increase effectiveness. The unforeseen changes within demographics, societal needs, and diversity

have required organizational leaders to make changes within the hiring practices.

Successful hiring practices include hiring managers having the ability to understand job requirements, developing strategies to increase hiring success, and creating interview questions based on company needs (Rivera, 2012). Additionally, streamlining the hiring process should reduce recruitment and selection costs (Eckhardt, Laumer, Mauer, & Weitzel, 2014). At the conclusion of the hiring process, the performance of the hired workers aids with measuring the success of the hiring practices.

*Hiring challenges.* Business leaders acknowledge that managers face unique challenges when attempting to hire employees (Rehman, 2012). Therefore, managers should attempt to hire the best worker to perform specific job duties, effectively communicate the needs of the company to potential employees, and follow policies to hire employees (Rehman, 2012). In doing so, managers need to possess effective leadership skills. In addition, managers must have the ability to complete work tasks and ensure that employees remain productive. Recent studies suggested that many factors provide challenges for managers when recruiting and selecting employees (Tews et al., 2011).

A challenge that managers face is making decisions with other members of management. Managers make decisions such as hiring employees, department procedures, and production outcomes with other members of management. Interacting with other members of management is a challenge because of the different leadership styles and training received by each member (Yang, Huang, & Wu, 2011). Equally important is pressures associated with making decisions pertaining to department

procedures and outcomes. These differences and inability to make decisions as a team may be a challenge to overcome without adequate training.

Managers face different challenges regarding which method to utilize for hiring employees. The challenges include utilizing interviews, social media, requiring assessment testing for candidates, and background checks (Tews et al., 2011). Research conducted by Graham-Leviss (2012) concluded that when leaders use hiring practices with benchmarked assessment systems and link those systems with high performance, the outcome is sustained company growth. The procedures utilized for hiring could potentially cause issues when soliciting new recruits as there are many methods to utilize. Furthermore, a manager's experiences could influence hiring decisions (Hunter, 2012). Therefore, managers must determine, which of many techniques to utilize to ensure that the most qualified worker receives employment (Rehman, 2012). Managers could find this difficult, as there are many methods to utilize.

An additional challenge that managers face is determining which method to use for determining which candidate to offer an interview. Soroko (2012) found that some managers use the screening of letters for application, which means that the managers use the self-presentation described within the letters to determine the qualities of an applicant. Researchers Brown and Vaughn (2011) discussed how with the increase of the usage of social networking, hiring managers select interview candidates based on information found within social media sites. Using social media sites aids managers with having an additional employee screening option (Brown & Vaughn, 2011). Yet other managers do not use a clear method but simply interview candidates and hire solely to fill

vacancies (McConnell, 2011). Not using a clear method can be detrimental because the newly hired employee may leave the organization and the decision could change the attitude of employees (McConnell, 2011). In addition, unclear hiring methods could cause additional cost to hire yet another employee (McConnell, 2011).

This section of the literature review covered studies related to the recruitment and hiring employees. Recruitment requires a job description and details for potential applicants to review (Mueller & Baum, 2011). Although managers utilize different methods for recruitment, the purpose of each method is to gain applicants and eventually hire employees. Topics covered in this subsection include hiring practices, interviewing, hiring challenges, the need for professionals to acquire interviewing skills, and two forms of interviewing. Regardless of the method used by hiring professionals for interviewing, the purpose is to acquire employees for the organization (Rehman, 2012). In addition to the practices used for selecting employees, managers incur challenges during the process.

**Influences on decision making.** The normal customs and behaviors of an individual influences the decisions made by that person (Marsh, 2013). The researcher considers habits as external factors that impact people in varying ways. Some customs include meals eaten, favorite places, and character at work. According to Marsh, ineffective decisions could stem from the customs and behaviors of that person thus causing the individual to have issues with making choices that involve other people. As a means of altering the impact of customs on the decision-making process, company leaders need to give hiring managers policies that may help with increasing procedural knowledge, business goals, and decision making (Govaerts, Kyndt, Dochy, and Baert,

2011). Kochanowski (2011) determined that ineffective techniques might cause problems at work that are not limited to having a roster of unskilled workers and workers without the intent to stay. Once employees begin to leave the organization, replacing those workers could cost as much as 400% of that workers salary (Singh & Selvarajan, 2012). In addition, regardless of the technique used by the person making the decision, the capability to reduce the effects of external forces on the decisions made may increase the likely hood of business issues.

In addition to the customs and behaviors of an individual, the expertise and abilities of a person in certain arenas allows the person to think that others have the capabilities to replicate those skills (Govaerts et al., 2011). Therefore, the belief of having special talents makes a person decline the efforts of peers perceiving that peers may overshadow their efforts when completing the same work. On the other hand, Govaerts et al. determined that special talented employees receive respect at work, monetary incentives, and acknowledgement at work from leadership. Because of this, those individuals fail to share job assignments with co-workers (Govaerts et al., 2011).

Although skill sets impact decisions, the childhood background of an individual dictates choices. Additionally, the disposition of an individual influences the decision-making process (Hunter, 2012). Nielson and Nielson (2011) determined that individuals establish perceptions of others because of his or her childhood background. The background of a person includes the house they resided in, the community, relatives, and previous work experiences (Dahlgard-Park, 2012). Those experiences that stem from childhood may cause partiality within the choices made (Hunter, 2012).

Yang and Konrad (2011) found that valuing the differences of employees and implementing this thinking into the procedures of the organization, the outcome is an organization willing to learn and grow from the interactions from leaders and followers. In addition, management must understand that positive thinking includes attempting to understand the methods and gifts of others for the good of the organization. Furthermore, Oyewobi, Suleiman, and Muhammad-Jamil (2012) suggested that managers fail with employees when they fail to remove personal bias from experiences in order to change the methods of the company or system. Organizational leaders succeed when they make sound decisions, provide on the job training, encourage staff enhancement, and create initiatives to provide appreciation of differences (Oyewobi et al., 2012).

This subsection covered topics related to the topic of influences on decisions. Understanding what outside forces influence decisions is one component that aids with attempting to lower improper decision making. Recent studies obtained suggested that company leaders should attempt to understand the influences on decisions because the choices of management affect the daily operations of the business.

### **Summary of the Literature Review**

The literature review completed covered previous and current studies related to the hiring employees and the concepts of the conceptual framework. The reasoning behind this literature review is to understand the process of hiring workers as a means of researching strategies that hiring managers use for acquiring employees (Oyewobi et al., 2012). As a means of depicting the possible need for strategies during the selection process, I reviewed different literature sources to find a connection between strategies



and hiring. Information on hiring employees is bountiful; however, the review completed identified the lack of current research on hiring based on the specific hiring strategies of managers. In addition, the review conducted discovered a connection between hiring practices and the techniques of hiring managers during the selection process. According to Chi and Pan (2012), transformational leaders have the skills and knowledge to hire workers that fit into the organization. In addition, those workers that intend to stay on the job typically have organizational fit (Chi & Pan, 2012) Furthermore, the findings depicted the requirement to seal a void that could exist within sound managerial strategies and selecting workers. The specific business problem that some hiring managers fail to hire candidates that fit within the organization informed the discussion on decision-making and hiring practices. The review of literature for transformational leadership and decision field theory aids with gaining an understanding on the impact and need for an effective selection process.

The findings within the literature review written reflect on the concepts of transformational leadership and decision making based on the conceptual frameworks. The concept of transformational leadership could aid with questioning if the type of management running the business influences the decision-making process. The transformational leadership theory could aid with connecting the importance of motivating employees based on company needs in order to hire employees that fit within the business. The significant gaps in the literature stem from the connection between motivating workers and if the connections help to impact the decision making process. The literature gathered for the literature review depicted how managers review skills and

the education of job candidates, how job seekers attempt to find affiliations and use the perceptions of those with hiring power for employment opportunities, and how company leaders have the ability to use their leadership to motivate hiring managers to accept company strategies for effective hiring. Yet, within the current research is the failure to identify if the strategies for hiring managers to hire candidates despite outside forces such as commonalities with candidates and habits. The review outlines a distinct connection between hiring managers making their final decisions based on some form of leadership style as well as practices that could help with finding the candidates to work within the organization. Further research could determine if hiring managers have strategies for eliminating the hiring of workers based on the need to continue the process of business as usual.

### **Transition**

Section 1 contains the contextual information that initiated this research study. The purpose of this study is to explore the strategies of hiring managers to hire employees for organizational fit. The research question for this study was what strategies could hiring managers use to hire employees for organizational fit. This question resulted in the inquiry of following concepts transformational leadership theory, and decision making, which are the conceptual frameworks and components of the literature review.

The review of the literature composed indicated the need to explore the concepts in depth with a focus on hiring. Additionally, the literature review composed indicated a gap between strategies from hiring managers for hiring employees and managerial hiring

challenges because the current literature found only addressed the possible influence of outside forces and hiring.

Section 2 contains the research methodology for this research study. In addition, some of the supporting sections include the role of the researcher, study participants, research method, and research design. Section 3 contains the results of the study based on an analysis of the data collected.

## Section 2: The Project

Section 2 provides an explanation of this research study. The section begins with an account of the rationale for the study with a purpose statement. Section 2 also includes a description of the role of the researcher followed by an account of the participants. Detailed information is provided on the sample population, sample size, measures taken for ethical protection of participants, data storage, and the informed consent form. This section expands on the information outlined in the literature review in Section 1. Section 2 also includes further details on the importance of exploring the research question.

### **Purpose Statement**

The purpose of this qualitative exploratory case study was to explore the strategies of hiring managers in selecting employees for organizational fit. The population for this study included four hiring managers from a large aeronautics and engineering company within the regions of metro Atlanta, Georgia, and South Carolina. These managers were chosen to participate in semistructured interviews because of their experience utilizing strategies for hiring employees on the basis of organizational fit. Breslin and Buchanan (2011) suggested that interviewing based on the case study method can help researchers determine best practices and provide insight from the data gathered. I also reviewed company documents to explore information on hiring practice strategies with which to triangulate the data (Walshe, 2011).

Business leaders could use the findings of this research for creating strategies for hiring managers to use during the recruitment and hiring processes. The findings from this study could impact social change by informing executives and the business

community about the useful strategies for hiring employees. By hiring employees for organizational fit, companies might be more profitable. When maintaining profits, the business may sustain in the community and contribute to the prosperity of the employees, their families, the community, and the economy.

### **Role of the Researcher**

In qualitative research, the role of the researcher as the primary collector of the data required the researcher to outline values, assumptions, and any biases in the research proposal (Marshall & Rossman, 2016). While conducting the research, the researcher's role included being both an observer and participant. As both the observer and participant, I was able to develop the research question, collect data, analyze data, and make interpretations (Marshall & Rossman, 2016). Developing the research question, collecting data, and making interpretations allowed me the opportunity to become active in the study, thus allowing a proper exploration of the research question (Marshall & Rossman, 2016) while ensuring reliability and validity during the research process. Using a five stage analysis process (Yin, 2011) aided by gathered meanings and themes during the interview process accomplished these goals.

The content and reasoning for conducting this study stems from personal experience. Since I am a faculty member of a college within the metro Atlanta, Georgia region who hires faculty members, there exists an experiential relationship with the topic under study. I am professionally and academically involved in the recruitment and hiring processes of the department. Within qualitative research, the instrument is the researcher, which requires proper sampling, collection of data, and effectiveness when interpreting

the data (Cilesiz, 2011). As the researcher, I maintained the integrity of the research and avoided bias by systematically following the procedures (Cilesiz, 2011).

During the research process, I achieved reliability by adapting the guidelines for conducting research with human beings based on the Belmont Report. The guidelines align with the testing and approval gained from completion of the web-based “Protecting Human Research Participants” course. In addition, the guidelines aligned with the consent form indicating that the researcher respected the participants and remained ethical (U. S. Department of Health and Human Services, 1979). Based on the protocol, the participants understood the methods used for confidentiality, the withdrawal process, incentives (if any) for participating, and the data storage methods used (U. S. Department of Health and Human Services, 1979).

After IRB approval, I used purposeful sampling to find managers who had experience with hiring employees in the fields of engineering and aeronautics, which was the next step in the process. After identifying the potential participants through purposeful sampling, I sent the potential participants an e-mail inviting them to participate voluntarily in the study. Once a participant responded with interest in participating in the research, they received a consent form. After receiving the forms, I conducted face-to-face and over the phone open-ended, semistructured interviews using a digital recorder with the hiring managers.

### **Participants**

When conducting qualitative research, the researcher can use a multiple study participants from a single unit (Yin, 2014). Prior to conducting research, I obtained

permission from the company. The participants for this study consisted of four hiring managers from a large firm from the metro Atlanta, Georgia area, and South Carolina. In many cases, the participants can have different educational backgrounds and work experiences; however, these hiring managers worked in the fields of engineering and aeronautics, had experience in management with the ability to hire employees.

Qualitative studies on in regards to hiring employees are lacking within current literature; however, qualitative case studies used sample sizes of less than four participants (Bouges, 2013; Callary, Worthner, & Trudel, 2013). The researchers reached data saturation by performing multiply interviews with the study participants. When determining the sample size during the research process, the decision depends on the need to reach data saturation, which occurs when no new themes emerge from the data (Marshall, Cardon, Poddar, & Fontenot, 2013). Furthermore, Bowen (2008) determined that the sample size should reflect the participants' detailed knowledge for the topic understudy. For this reason, the participants for this study had thorough experience and knowledge of strategies for hiring employees.

In order to find participants, I used the process of purposeful sampling. This form of sampling gives the researcher an opportunity to gather participants to participate in qualitative research (Kwok, Adams, & Price, 2011; Marshall & Rossman, 2016; Suri, 2011). Using purposeful sampling allows for the gathering of rich data from participants in their natural environment (Kwok et al., 2011).

In order to conduct the research I obtained permission from Walden University's Institutional Review Board (IRB) and received 07-31-15-0347084 as my approval

number. Prior to beginning the interview process, the participants received information about the study in writing. The participants received a consent form that informed them that participation in this study was voluntary (see Appendix B). I then scheduled an appointment for 60 minutes for the digitally recorded interviews at a convenient time identified by the participant. Three interviews occurred in an office setting at the participants' place of business. One interview took place over the phone. The interview information is confidential. Prior to beginning the research, I notified the participants of this fact.

After the data collection process, the information was password protected, saved on my computer, locked, and placed with any additional written information in a storage box in a secure location. In addition, I am holding the information obtained for at least 5 years before deleting or destroying these items. The destruction process includes shredding paper items and deleting files from the computer.

## **Research Method and Design**

### **Research Method**

When conducting a research study, researchers should choose an appropriate research method and design. The three research methods commonly used by researchers when conducting studies are qualitative, quantitative, and mixed methods (Harrison & Reilly, 2011). There are distinctive differences between qualitative and quantitative research methods. A researcher utilizes the qualitative method for taking a broader view of a problem by using descriptive data (Marshall & Rossman, 2016). In addition, a researcher uses the qualitative method to explore, observe, and gain an understanding of a



phenomenon (Marshall & Rossman, 2016). In contrast, quantitative studies involve questioning a hypothesis by using data in the form of numbers (Marshall & Rossman, 2016). Additionally, the quantitative method is suitable when a researcher tests the relationship of variables and presents numerical data (Allwood, 2012). Mixed methods studies involve a portion of both methods (Metcalf, Hess, Danes, & Singh, 2012).

The use of the qualitative method emerged due to the need for researchers to gain an interpretation of information obtained during the research process (Suri, 2011). Researchers use the qualitative method for gaining answers to the question of where, how, and why specific experiences cause certain behaviors (Bergerson & Huftalin, 2011). The qualitative method involves using the researcher as the instrument, to determine themes, provide detailed descriptions, and highlight researcher interpretation (Marshall & Rossman, 2016; Suri, 2011). The sample size in qualitative research does not represent a large population, but is useful to gain important and valuable information from meaningful responses (Hoe & Hoare, 2012). Qualitative research is more flexible than other methods (Hurt & McLaughlin, 2012). The qualitative method was more appropriate for conducting research because the purpose of this study was to explore strategies of hiring managers to hire employees for organizational fit.

The quantitative method was not appropriate for this research study because this method involves testing a hypothesis and uses numerical (Allwood, 2012), and the purpose of this study was to explore the business problem using the experiences of hiring managers by gathering interview data and not numerical values. The mixed method research is the use of the qualitative and quantitative research methods combined

(Metcalf et al., 2012), thus was also not an appropriate method for this study because using the combination of two methods will not help the research study.

In an attempt to solidify the reasoning for using the qualitative method for this inquiry, I reviewed several qualitative research studies. Hynes (2012) used the qualitative method to explore the perceptions of employees about their work environment and the communication provided with the company. Webber et al. (2013) used a qualitative method to describe the experiences of senior managers within the fields of technology and marketing. Adyasha (2013) used the qualitative method to explore the experiences of managers on the methods used to motivate employees.

### **Research Design**

The design for this research study was case study. The design of a research study aids with obtaining data, making a connection between the themes defined and the research question, and deciding on overall interpretations (Marshall & Rossman, 2016). Johnson and Chitnis (2011) suggested that the design selected by a researcher stems from the problem statement and research question. Specifically, case study research is appropriate for addressing phenomena related to business organizational studies with an in-depth look at practices (Welch, Piekkari, Plakoyiannaki, & Paavilainen-mantyaki, 2011). To this end, using the case study research design to explore the experiences of the participants was appropriate based on the research question.

Other possible forms of research designs that could aid with exploring a research question are ethnography, phenomenological, and grounded theory. Ethnography requires observing participants over an extended period of time (Kriyantono, 2012). Ethnography

also involves observing cultures (Kryiyantono, 2012). Another design method considered for this study is the phenomenological design. Researchers use phenomenological research to explore life as participants experienced it rather than the way we reflect it (Hays & Wood, 2011). Grounded theory involves creating and questioning the theory of a process through data gathered from participants with experience with the process (Breckenridge, Jones, Elliott, & Nicol, 2012). Using the ethnography design or the grounded theory design was inappropriate for this study because I did not observe cultures for an extended period or create theory. The case study design aids with exploring a single or multiple phenomenon using a collection process that involves information from numerous sources (Yin, 2014). Breslin and Buchanan (2011) suggested the case study method helps researchers find best practices and provide insight from gathered data. Since the research question for this research study was to explore the strategies of hiring managers to hire employees for organizational fit, the case study design was the appropriate design for exploring the research question.

Reviewing previous research studies that utilize the case study design aided with solidifying the reasoning for using this method within this research study. Sherman, Leahy, Del Valle, and Anderson (2014) used the case study design to explore best practices within the vocational rehabilitation system. While exploring the decision-making process, Moe, Aurum, and Dyba (2011) used the case study design to conduct research. In addition, Waikayi, Fearon, Morris, and McLaughlin (2012) used a case study design to explore the recruitment, hiring, and retention process for the British Red Cross. Since the purpose of this study was to explore the strategies of hiring managers and since

the researchers of the above-mentioned studies used a similar design, the case study design was appropriate for this research study.

Using the qualitative method with the case study design for this research study was important to explore the business problem and research question. In order to collect data for this research study, I used semistructured open-ended interview questions and administered the questions face-to-face (Adyasha, 2013; Hynes, 2012; Webber et al., 2013). Based on the case study design, I also used the technique of member checking to verify the data and achieve data saturation. I completed follow-up interviews based on my interpretations from the initial interviews, shared the interpretations with the participants, and asked for validation of those interpretations. Each participant verified the interpretations and added no new information, therefore; data saturation occurred (Crawford, 2013; Marshall & Rossman, 2016; O'Reilly & Parker, 2012). Additionally, after the interview with participant four, I gathered no new information.

### **Population and Sampling**

The components of this subsection include a discussion on the population, the sampling method, and a description of the sample size for this research study on strategies for hiring managers to hire candidates. In addition, within this subsection is information on the criteria for eligibility for the participants and a justification on the number of participants for this study. The population for this study included managers with experience hiring employees. Purposeful sampling was the method used for selecting participants.

Hiring managers in the fields of engineering and aeronautics within metro Atlanta, Georgia, and South Carolina participated in semistructured interviews and composed the population for this research study. The total population for this study included individuals with the specific criteria and experience. Setting a criterion for the participants ensured that only knowledgeable managers participated in this research study. The criterion for the participants was working in the fields of engineering and aeronautics, one year of management experience and the ability to hire employees. When choosing participants for a study, the researcher ensures that these individuals are knowledgeable of the topic (Bergerson & Huftalin, 2011). Meeting the criteria ensures the participants' ability to provide key information based on experiences (Bergerson & Huftalin, 2011). Using hiring managers with the specific criterion aided with gaining the experiences of the participants with providing strategies as a means of exploring the research question. This population helped with conducting research on the business problem.

The quality of a study begins with the sampling method. Identifying the correct sampling method confirms that the right participants partake in this research study. Researchers use this technique for reaching participants with experience with the phenomenon under study (Suri, 2011). Purposeful sampling was the procedure I used for deliberately selecting the participants for this study. Crawford (2013) used purposeful sampling to gain hospitality manager participants for the study on the perceptions of why individuals develop the need to serve. Additionally, the purposeful sampling technique aids with planning the research procedures for this study. Using purposeful sampling is

advantageous for this study because researchers use this form of sampling for soliciting a population with specific characteristics (Marshall & Rossman, 2016).

The sample size for this study included four hiring managers within metro Atlanta, Georgia, and South Carolina. Bouges (2013) conducted case study research and reached data saturation with less than four study participants. O'Reilly and Parker (2012) found that data saturation occurs when the researcher collects significant data through validated analysis by utilizing individuals with the most knowledge of the topic. When conducting a case study and additional interviews provides no substantial contributions to the research then data saturation has occurred (O'Reilly & Parker, 2012). During the research process, after interviews two, three, and four, I conducted a data saturation check. No new themes occurred after interview number four. Additionally, through member checking, I interpreted the responses of the participants and wrote a paragraph depicting those responses, I shared my interpretations with the participants for clarity and validation. After the member checking process, each participant determined that my interpretations aligned correctly with their responses; therefore, no new information or themes occurred after the process. Since no new information or themes surfaced after member checking, I achieved data saturation. This check provided a guide for data saturation because analysis occurred after those open-ended, semistructured interviews, and member checking.

### **Ethical Research**

In order to complete a reliable research study, researchers must adhere to specific guidelines as a method of protecting the participants within the study. Within this

subsection, I provide a review of the ethical research techniques for this research study. In addition, within this subsection is a description of the process for gaining the consent of the participants, the participants' ability to withdraw from the study, and the confidentiality of the research materials.

Researchers should indicate to the participants of the study that they are honest, credible, and conduct ethical research (Cilesiz, 2011). Prior to beginning research, I obtained approval from the Walden University Institutional Review Board (IRB). Furthermore, I completed the web-based "Protecting Human Research Participants" course, and at the conclusion of the course received a NIH certificate No. 948579. Before beginning research, Walden University requires the willing study participants to sign a consent form (see Appendix B). This consent form contained information on the purpose of the research, criteria for participation, and privacy information. I delivered the forms to participants via an attachment in an e-mail.

The participants for this study received no incentives. Participation was on a voluntary basis and I informed the participants of the benefits of participating. The benefits for participating in this study included adding social value to the community and informing leaders of the possible strategies for hiring candidates. In addition, the participants could have informed me if they wanted to withdraw from the study at any time and I would have destroyed all collected data.

I securely stored the collected data and will do so for 5 years to protect the participants' confidentiality. I stored the written data in a locked storage box in a secured location to protect the data. Once the 5-year period ends, I will shred the data within the

storage box, and delete the computer files. I also used a zipped file on a password-protected computer to store the electronic data. Furthermore, the use of coding was to protect the names of the participants and any other personal information for ethical reasons. I completed the actions of protecting the confidentiality of the participants by storing data, informing the participants of their rights, and properly destroying the collected data provided ethics while conducting research.

### **Data Collection Instruments**

Within this subsection is an explanation of the data collection process for this study. This explanation included the description of the data collection instrument and the type of instrument used for this study. In addition, within this subsection is the concepts measured, processes for assessing reliability and validity. The other topics included the techniques for saving and organizing the data collected.

#### **Instruments**

In order to collect data on the strategies of hiring managers, semistructured interviews served as the primary form of data collection. The interview questions are within Appendix A. The researcher for qualitative research can also be the research instrument. During the research process, I interviewed a sample size of four hiring managers as a means of maintaining validity within the research process. As a part of the data collection instrument, additional tools such as a digital recorder and a notepad aided with capturing the participants' responses to the interview questions (Simpson, 2011). Researchers use semistructured interview questions because the purpose of these form of questions is to help the researcher ask questions without determining the potential



answers (Panagiotakopoulos, 2011). The usage of semistructured interview questions requires the asking of clarifying questions after each answer to gain detailed information (Panagiotakopoulos, 2011). Without using semistructured interviews, the data collected could become unrelated to the topic of study (Panagiotakopoulos, 2011). Yin (2011) provided the basis for semistructured interviews, which includes (a) not dominating the conversation, (b) not guiding the interview, (c) being impartial, (d) using protocol and adhering to protocol, and (e) preparing appropriate follow-up questions during the interview process. In addition to using Yin (2011) best practices, I also reviewed other case studies with semistructured interviews. Sherman et al. (2014) used semistructured interviews to explore best practices within the vocational rehabilitation system. While exploring the decision-making process, Moe et al. (2011) used semistructured interviews to conduct research. In addition, Waikayi et al. (2012) used semistructured interviews to explore the recruitment, hiring, and retention process for the British Red Cross.

The concepts measured within the interview questions included hiring strategies and techniques. The interview questions aided with gaining deeper insight into the concepts. In addition, these concepts helped with exploring the research question what strategies hiring managers can use to hire candidates.

Before beginning the interview process, I greeted the participants and readdressed the intent of the study. Once the interview process began, the participants provided a verbal response to each question. I used face-to-face interviews for three participants to witness the facial expressions and movements of the interviewees, which helped with finding meaning from the responses (Irvine, Drew, & Sainsbury, 2012). I used phone

interviews for one participant. Conducting interviews is an approach for researchers to ensure the gaining of individual perspectives for specific situations (Irvine et al., 2012).

An additional technique used for gathering data is using a digital recorder. I used a digital recorder for recording the questions and verbal responses. I administered the same set of interview questions to each participant in the identical order and digitally recorded the responses to ensure reliability within the data collection instrument. In addition to digitally recording interviews, researchers may use the technique of member checking to improve reliability and validity when conducting qualitative research (Goldblatt, Karnieli-Miller, & Neumann, 2011; Harper & Cole, 2012; Marshall & Rossman, 2016). Once I transcribed the interview data and wrote my interpretations of the information gathered, I used member checking to provide each participant the opportunity to verify those interpretations.

### **Data Collection Technique**

Prior to beginning the data collection process via interviews, the participants signed a consent form. Prior to conducting the interviews, I sent the participants an e-mail with the consent form and the interview questions. This e-mail was a reminder of the appointment time and location. In order to collect data for this study, I conducted three interviews in the office setting of the participants for privacy and confidentiality. I conducted the additional interview over the telephone in an office within the basement of my home for privacy and confidentiality. The interviews were limited to 60 minutes. The advantages of using interviews for conducting qualitative research is the opportunity to explore a research question through the experiences of individuals with an understanding

of the problem studied (Allwood, 2012; Hays & Wood, 2011; Marshall & Rossman, 2016). I conducted open-ended, semistructured interviews face-to-face with three participants and recorded the responses. I conducted open-ended, semistructured interviews over the phone with one participant and recorded the responses. I took a few notes during the interviews to gather fresh thoughts from the participants while staying engaged as to not miss any key information important for the study. For the phone interview, I ensured that the participant was in an office setting with the door close. I also closed the door of my home office. Additionally, during the interview process, I requested the company documents.

I used a digital recorder for recording the questions and verbal responses. I administered the same set of interview questions to each participant in the identical order and digitally recorded the responses to ensure reliability within the data collection instrument. Using digitally recorded interviews aids with collecting data for qualitative research studies (Simpson, 2011). Digitally recording the interviews provides accuracy, however, the recorder may malfunction without the knowledge of the interviewer or interview. I used a cellphone as a backup recording device. There were no recording issues.

At the conclusion of gathering the interview information, full interpretation begins with another means of ensuring reliability and validity (Harper & Cole, 2012). I transcribed the interviews to interpret and analysis the information. I transcribed the interviews verbatim, typed the information into NVivo 10 software, and copied the information into an Excel spreadsheet the same day I conducted each interview.

Additional involvement from the study participants determined the dependability of the interview data collected after transcription (Goldblatt et al., 2011; Harper & Cole, 2012; Marshall & Rossman, 2016). After data analysis, I spoke with the participants to schedule a time for member checking. During the member checking session, I provided the participants with my interpretations of the data collected and allowed the participants the opportunity to determine if those interpretations correctly explained the information shared during the interviews.

Existing company documentation served as another data collection source. Case study researchers can use documentation review related to the research question (Walshe, 2011). During the in-depth interviews, I requested clean copies of company documents related to the study. I reviewed the hiring documents of the employer that included an assessment tool and leadership in hiring documentation that focused on strategies and methods for managers to hire workers. Researchers that use the case study method can benefit from using multiple forms of sources when collecting data.

According to Yin (2011), documentation, using records, interviews, participant observations, direct observations, and artifacts are sources used by researchers for case study evidence. Incorporating multiple data sources can assure the findings within the research have validity because the researcher brackets different units of data together to support and gain an understanding of the case. Utilizing open-ended semistructured interviews and current company documentation were the multiple sources of evidence used to complete this study.

Triangulation occurs when a researcher evaluates multiple data sources (Denzin, 2009). Researchers have the opportunity to achieve data saturation when using additional data sources coupled with participant interviews (Bowen, 2008). Collaborating multiple source data provided data merging and the confidence of accuracy in the results. I verified the data collected during the interview process by transcribing each statement verbatim. I reviewed the company documents to ensure the information contained hiring details for the business. In addition, I conducted a member checking with the participants to allow them the opportunity to verify my interpretations of the data collected.

### **Data Organization Technique**

Following the interview process, the data was organized and stored. For this research study, I placed data from the interviews into the NVivo 10 software system to organize the information. Furthermore, within the NVivo 10 software system was a component for labeling each question by concept. Using the NVivo 10 software system aided with analyzing the questions answered by the participants separately and as a group (Lancaster et al., 2012). In addition, I followed the five-stage process identified by Yin (2011) to analyze the data. Once the system aided with analyzing the data, I placed the data into an electronic folder titled PrimaryInterviewData. I then placed the bits of information into codes beginning with P1 for the first participant. Coding data is a form of analytical thinking during the qualitative research process (Dhar, 2011; Marshall & Rossman, 2016; Simpson, 2011). This included evaluating the importance of the data and if the participants' answers aided with exploring the research question. The PrimaryInterviewData folder contains subfolders labeled PID1 to PID4. Retaining the

data within the subfolders, saving the data on a password protected computer and in a locked storage box for 5 years is a required procedure during the data collection process. I will destroy the collected data after 5 years.

### **Data Analysis**

The research question utilized for this study assisted with exploring the experiences of the participants (Marshall & Rossman, 2016). In order to conduct research for this study, the research question was what strategies could hiring managers use to hire candidates for organizational fit.

The following interview questions assisted with collecting data for this study.

1. Please describe your role in the business both operationally and strategically.
2. Based on your experiences, what hiring challenges are unique to hiring managers?
3. What is your experience with the decision-making process for hiring employees?
4. How have you strategically motivated the hiring managers to hire the best candidate for organization fit?
5. How might outside factors affect the hiring of employees and the competitive advantage of the company?
6. What are the hiring strategies used within your organization?
7. Please describe your thoughts or procedures in place for the following.
  - a. What strategies could your organization adopt to ensure the effective hiring of employees?
  - b. What is the current timeframe used for hiring employees once a position is open?

- c. How do you foresee your strategies helping the hiring process evolve?
- 8. What additional information or thoughts could you share that are pertinent for the purpose of the study that were not included within the interview?

Data analysis and interpreting the data collected are important requirements when conducting research (Yin, 2014). I used the five stages of data analysis as identified by Yin (2011) which are; (a) gathering the data, (b) grouping the data, (c) placing the data into themes, (d) assessing the data, and (e) creating conclusions for the data analysis of this study. Regrouping the data could be an ongoing process used to ensure a thorough investigation of the data collected (Yin, 2011).

In order to analysis the data collected, I needed a strategy for the case study design. During the process, I worked continuously within the data collected and the data analysis process. Semistructured interview questions was a component to the research instrument of this study that help with gathering data and narrowing the topic under study (Panagiotakopoulos, 2011). Qualitative researchers make a connection between the data collected and the research question, then determine on the overall interpretations (Marshall & Rossman, 2016). Therefore, the interview questions are a method for comprehending the existing literature and expanding on the research question.

In order to complete this research study, I collected the data through interviews. The interviews aided with outlining the strategies of hiring managers. The exploration of the participants' answers to the interview questions provided an understanding of the strategies for hiring employees within the business. Some of the questions developed for the interviews stemmed from my interpretation of transformational leadership theory and

decision-field theory. The data collected from the semistructured interviews provided the basis for assessment through analyzing transformational leadership style, and decision-making, the concepts of the conceptual framework.

Using multiple sources of data during the research process is a technique used by researchers to reduce bias (Cilesiz, 2011). According to Denzin (2009), using more than one method of data collection while using the same research design to explore an issue is methods triangulation. In order to achieve consistency, data can come from crosschecking information with multiple sources (Bouges, 2013). Data collection in a case study can come from more than one source (Marshall & Rossman, 2016).

Using interviews, document analysis, and member checking are techniques for collecting qualitative data (Harper & Cole, 2012; Walshe, 2011). I used semistructured interviews, document review, and member checking as a means of collecting data for this qualitative study.

While conducting case study research, researchers often use the review of secondary documents to triangulate the data (Walshe, 2011). The use of secondary data helps to provide further analysis on hiring practices as well as verifies consistency (Marshall & Rossman, 2016). The purpose of this study was to explore the strategies used by hiring managers to hire employees for organizational fit and reviewing secondary documents helped with gaining additional insight into the business problem. The business documents were not public record so I worked with the hiring managers to gain soft clean copies of company documents. Therefore, the records reviewed did not contain the name of the business or employees to protect the confidentiality of the business (Hunter, Hariz,



Egbu, & Kelly, 2011). The documents collected from the business only contained information pertinent to hiring practices as a means of providing evidence in exploring the research question.

I transcribed the data verbatim, printed and reviewed the transcripts, wrote notes within the sections with my interpretations, created a summary for each question asked, reviewed the company documents, compared the company documents with the transcribed data, and allowed the participants to review the interpretations for clarity and validation through member checking. At the conclusion of interview with P4, I reached data saturation. Additionally, I verified the data collected by using member checking with the study participants.

Data analysis within qualitative studies is a critical portion to the research process. The data analysis portion of qualitative research requires that the researcher code the data once written into text and develop themes from the analysis (Simpson, 2011). Therefore, after the completion of the member checking sessions, I separated the information into groups, regrouped the information into themes, assessed the data, and developed deductions by using the five stages of data analysis (Yin, 2011). Regrouping the data could be an ongoing process used to ensure a thorough investigation of the collected information (Yin, 2011). This aids with achieving awareness about the experiences of the participants.

The data analysis portion of qualitative research requires that the researcher code the data once written into text and develop themes from the analysis (Simpson, 2011). Therefore, analysis of the case study information obtained used the modified five stages

of Yin (2011). This helped with coding the data and gaining insight into the lived experiences of the participants. Coding data within a research study provides organization prior to developing meanings within the information obtained (Dhar, 2011; Marshall & Rossman, 2016; Simpson, 2011). I placed the codes and themes of the participants into an electronic folder titled PrimaryInterviewData. The bits of information coded began with P1 for the first participant. Additionally, the primary folder included subfolders for each participant labeled P1 to P4 based on the minimum number of participants. After this process, I developed the themes.

The data analysis process included transcribing the data, summarizing the information, member checking, and utilizing the five stages in the data analysis process, developing codes, and NVivo 10 software for developing themes within the collected data (Lancaster et al., 2012; Sotiriadou et al., 2014; Yin, 2011). Erlingsson and Brysiewicz (2013) determined that the usage of NVivo 10 software provides qualitative researchers with the means of analyzing interview data through electronic means. In addition, NVivo 10 software restructured information and placed the data into categories based on different concepts (Lancaster et al., 2012). NVivo 10 allowed for the usage of query tools to explore different perceptions that could exist with the interviews (Sotiriadou et al., 2014). Finally, NVivo 10 helps researchers with accessing required information with an explanation of unstructured data (Erlingsson & Brysiewicz, 2013).

The data analysis allowed the identification of themes as well as an interpretation of those emerging themes (Simpson, 2011). Additionally, these themes emerged based on the responses provided by the study participants, data interpretation, document review,

member checking, and data coding (Marshall & Rossman, 2016; Simpson, 2011). For this study, I identified five themes. I compared the five themes developed with the conceptual framework concepts and the review of the literature to conduct a final analysis.

## **Reliability and Validity**

### **Reliability**

When conducting qualitative research, the researcher must address reliability within the results (Simpson, 2011). Additionally, reliability in research aids with determining the value of the research conducted. Ensuring reliability within the study results also indicates that the results are not bias or one-sided (Suri, 2011). Marshall and Rossman (2016) determined that a qualitative research study is reliable when other researchers can replicate the research. In addition, qualitative researchers must address credibility and dependability within the research.

During the research process, conditions could change; therefore, a component of the process for reliability that helps with conducting a sound study is ensuring creditability (Marshall & Rossman, 2016). A procedure to aid with establishing creditability, dependability, and reliability within the data is member checking. Member checking is a technique used for determining the accuracy of the data collected after interviews that validate the information obtained (Goldblatt et al., 2011; Harper & Cole, 2012; Marshall & Rossman, 2016). In order to complete this task, I scheduled a member checking session with the participants. During the member checking sessions, the participants reviewed my interpretations of the interview data to validate the information.

At the conclusion of this process, neither participant indicated a need to change the analysis.

Methodological data triangulation increased the reliability of the data collected (Denzin, 2009). This increase of reliability occurred because through triangulation I was able to understand the topic through different sources (Denzin, 2009). According to Yin (2011), documentation, using records, interviews, participant observations, direct observations, and artifacts are sources used by researchers for case study evidence. For this study, I conducted semistructured interviews and reviewed company documents. After the interviews, I transcribed the data and interpreted the findings, scheduled member checking for a review of the response data of the participants, and allowed the participants to read the interpretations to provide validation. Each participant decided not to add any additional information and agreed with the interpretations (Lancaster et al., 2012; Sinkovics & Alfoldi, 2012; Sotiriadou et al., 2014).

During the analysis process, I dissected each statement provided by the participants during the interview process as another component of assessing reliability within the research. Dissecting statements aids with placing the same amount of value within each participants responses (Marshall & Rossman, 2016). After this process, I removed all statements unrelated to the topic understudy. In addition to dissecting the information obtained through the interview process, I used software to place the data into themes. Using themes helped with providing a rich description of the data (Yin, 2011). Furthermore, these rich themes aided with gaining a deeper understanding of the

experiences of the four hiring managers in the fields of engineering and aeronautics within the Atlanta, Georgia metro area, and South Carolina.

Using the above-mentioned processes within a qualitative research study aids with conducting research because using multiple methods for analyzing provides uniformed information (Oleinik, 2011). This provided reliability because I verified the data while providing rich descriptions within this qualitative study (Oleinik, 2011).

### **Validity**

Validity within a qualitative study depicts the strength within the research (Simpson, 2011). Qualitative validity requires providing reliability within the research process and includes. Qualitative research validity includes concepts such as credibility, dependability, transferability, and conformability. The value of the findings within a research study depicts the credibility (Cassell & Symon, 2011). Using triangulation aids with improving the credibility of research. The process of triangulation involves using multiple sources of data to converge the findings (Denzin, 2009). For the process of triangulation, I compared the interview data and member checking sessions with the documents collected from the company to check for validity.

The process of dependability measures the stability within the data collected and conformability is ways the data is confirmed by other researchers (Marshall & Rossman, 2016). Establishing a chain of evidence and audit records allowed for consistency within the interview data collected (Yin, 2014). This chain of evidence and audit records increases the dependability within my study data (Yin, 2014). I used a database to store the transcripts of the interviews, digital recordings, and documents collected.

Transferability is ways that the research conducted is helpful to others with related research questions (Marshall & Rossman, 2016). Sound qualitative research involves dependability and credibility (Cassell & Symon, 2011). The study participants met a specific criterion, which helped with exploring the research question and collating the data through multiple methods for validity.

A procedure I used to establish validity within the data was member checking. Researchers use member checking as a strategy for determining the accuracy of the data collected during interviews and validates the information collected (Harper & Cole, 2012). At the conclusion of the interviews, I scheduled a member checking session with each participant (Goldblatt et al., 2011; Harper & Cole, 2012; Marshall & Rossman, 2016). At the end of the member checking sessions, the participants decided not to change the information gathered.

Data saturation is another determination of validity in qualitative research. Data saturation occurs in research when no new information or substantial contributions to the research occurs (Crawford, 2013; O'Reilly & Parker, 2012; Marshall & Rossman, 2016). Achieving data saturation indicates that there is enough information gathered for data analysis (O'Reilly & Parker, 2012). For this study, I used a small sample size of hiring managers with experience providing hiring strategies for hiring employees for organizational fit. My strategy for achieving data saturation included conducting interviews with the managers, conducting a member checking session, and reviewing company documents. After interview number four the participants began to provide the same information with no substantial contributions to the research, data saturation

occurred (Crawford, 2013; O'Reilly & Parker, 2012; Marshall & Rossman, 2016).

Additionally, I used the information from the company documents to corroborate the information collected from the interviews.

### **Transition and Summary**

Within this section, I provided an outline of the research method and design used in this study. The purpose of this exploratory case study was to explore strategies for hiring managers to hire employees for organizational fit. The results of this research study could help the business community by probing executives to make adjustments within the procedures used to hire employees. Exploring the research question provided the justification for using a qualitative method for collecting data. I used digitally recorded open-ended, semistructured interviews to understand the business problem under study. The resources used within this study included NVivo 10 software that provided the means for coding and identifying themes from the interview data. In order to provide validity and reliability within this research study, I used member checking, methodological data triangulation, and conducted interviews until data saturation.

Section 3 contains the findings from the research study on strategies and hiring employees for organizational fit. Within this section, I provided an interpretation of these results. In addition, I provided a discussion on how the results connect with the conceptual frameworks and research question for this study. Section 3 also contains information on how this study helps the business community and methods for beginning steps towards providing opportunities for job applicants. Within section 3, I discussed

reflections, recommendations for future research, and details on the implications for social change.



### Section 3: Application to Professional Practice and Implications for Change

Section 3 provides the findings of the research study. Additionally, section three includes: (a) an overview of the study, (b) presentation of the findings, (c) application to professional practice, (d) implications for social change, (e) recommendations for actions, (f) recommendations for further study, (g) my reflections, and (h) a summary and study conclusion. The presentation of the findings is through main themes.

#### **Introduction**

The purpose of this qualitative exploratory case study was to explore the strategies of hiring managers to hire employees for organizational fit. I conducted semistructured interviews with hiring managers from an aeronautics and engineering firm in metro Atlanta, Georgia, and South Carolina to obtain information and to answer the following research question: What strategies could hiring managers use to hire employees for organizational fit? I qualified each participant based on their experiences hiring employees. The interviews occurred where the interviewees could relax and provide informative answers to the semistructured interview questions. The participants answered eight semistructured interview questions (see Appendix A) that would indicate the strategies they use to hire employees. The interviews garnered comprehensive responses from each participant (Marshall & Rossman, 2016). In addition to interview questions, I reviewed company documents that correlated with data gathered from the interviews.

Based on the information provided in Section 2, the Yin 5-step approach (Yin, 2011) formed the foundation for data analysis from the data collected. Once I transcribed the interviews and reviewed the company documents, I imported the data into NVivo 10

software for coding. After the analysis of the data, I identified five core themes. Within the emergent themes, I outlined the strategies found in the company documents, which included interview assessments, hiring paperwork, and thoughts regarding hiring strategies. I used this data to answer the research question.

### **Presentation of the Findings**

I used semistructured interviews to achieve an understanding of the strategies the participants used to hire employees for organizational fit. In addition, ABC Company's hiring assessments were reviewed along with other company records used for hiring employees for organizational fit to confirm the data collected during the interviews. I conducted the semistructured interviews at the convenience of the participants and completed three interviews face-to-face and one over the phone. During the phone interview, I ensured that the participant was in an office setting with the door closed for privacy and to reduce distractions. I also was in a home office with the door closed.

After collecting the data and reviewing the company documents, five themes emerged. The first theme related to detailed job descriptions and job requirements. The second theme related to résumé review and interview matrix tools. The third theme related to practical demonstrations. The fourth theme of this study related to leadership training. The fifth theme related to compensation and benefits when hiring employees.

Transformational leadership theory and decision making are the conceptual frameworks used for this research study. Many of the responses from the participants supported the transformational leadership theory and decision making frameworks. Transformational leadership theory depicts the characteristics that leaders use for hiring

employees for productivity and organization fit (Bottger & Barsoux, 2012). Additionally, hiring managers use the influence of transformational leadership for conducting hiring practices within the company (Bottger & Barsoux, 2012). The decision-making conceptual framework depicts how at times, managers experience an inability to focus on tasks and make decisions (Scheibehenne et al., 2013).

For this doctoral study, I reviewed the two conceptual frameworks for a correlation with the findings as a means of gaining an understanding of effective hiring strategies and the utilization of those strategies for the hiring of employees. The hiring of workers takes several steps including recruitment, interviewing, and training. The entire process of hiring is costly, time consuming, and does not guarantee satisfactory results (Ratna & Chawla, 2012). O'Connell et al. (2011) determined that company turnover increases when company leaders fail to hire the correct worker.

The case study design was an effective technique for exploring the research question in a real-life setting (Barbaroux, 2011). Within the presentation of findings, I excluded repetitive information and unrelated data.

### **Theme 1: Detailed Job Description and Job Requirements**

Detailed job descriptions and the qualifications and specifications for a company position must include, among other details, years of experience required, technical skills required, and level of education required.

The concept of having detailed job description and job requirements is consistent with the body of literature and transformational leadership theory. In order to find employees for organizational fit, leaders should create tools to inform potential

candidates of the specifications of the job. The concept of job descriptions and job requirements is needed to maintain a standard on the job that allows only the most qualified and knowledgeable individuals the opportunity to apply for a position. Competitive advantage stems from properly hiring employees (Sharma, 2014) in part because the recruitment of employees is costly and time consuming (Ratna & Chawla, 2012). Using effective methods for recruitment is essential for regulating costs by hiring the right workers. Using effective worker selection strategies including accurate and complete descriptions of work tasks decreases the potential for partiality by managers during the hiring process (Mueller & Baum, 2011). According to Gramm and Schnell (2013), the company work qualifications should include specific and clear expectations for employees as a means for attracting qualified workers. In addition, compensation, employment security, training, and advancement opportunities should be included in the company information during the hiring process (Gramm & Schnell, 2013). In order to find employees for organizational fit, leaders should create tools to inform potential candidates of the specifications of the job. This was a clear theme that emerged from the responses of the managers who were interviewed.

Xia and Wang (2014) determined that the qualifications listed within a job description aids with finding individuals for pertinent positions at a company. Many job announcements include the title of the position, training required, and salary paid for the position (Xia & Wang, 2014). In order to clearly display the type of candidate needed for a position, managers should require additional details such as the required experience, accepted level of experience, and the task involved for completing work assignments

within the announcement (Xia & Wang, 2014). Another method that could help with gaining qualified candidates, leaders should create categories and detailed terminology in the job description (Xia & Wang, 2014).

Respondent P2 noted, “It can be difficult to find the right candidate. You must make sure that the job description is proper and this is very important. That has happened where candidates have applied and had no experience or no idea of the job.” Respondent P4 provided similar input and noted that creating the job description and requirements ensures that you are contacting a proper candidate for the interview. Additionally, P4 responded, “In order to get the best candidate, I need to make sure that the description, requirements, and qualifications are worded as such that the person that I’m looking for meets those specific requirements.” Similarly, P1 noted, “Bringing on a person that is responsible for doing our job requires that the managers understand the business.” Understanding the job required helps with identifying the appropriate person based on their skills and talents to assess if they are a good fit.” The document entitled *Development Guide* also contained the same theme, identifying “finding employees for the team by determining the goals.” This document also indicated that managers should outline the goals of the department to minimize issues when selecting members for the team. The team determines the needs of the business and places those needs in the job description.

Popescu Ljungholm (2014) determined that transformational leaders showcase intellectual capabilities while increasing the clarity within company goals. The goals of the company aid with the decision-making process. Transformational leaders understand

the relevance of the work required as well as company policies and procedures required to complete job tasks (Popescu Ljungholm, 2014). Therefore, the transformational leader has the ability to determine the needs of the organization and write those needs within the job description and job requirements for potential hirers. The study results indicated that the use of job descriptions with detailed information on the necessary job requirements and qualifications is a helpful strategy for hiring managers to hire employees for organizational fit (Betchoo, 2014).

### **Theme 2: Resume Review and Interview Matrices**

The second main theme identified additional strategies used by hiring managers to hire employees for organizational fit. Within this theme, the respondents determined the importance of these key factors together as a method for gaining the best candidate for the position. I found that hiring managers actively attempt to hire professionals that fit into the organization, understand the services provided by the organization, and have the ability to accept training. In support of implementing strategies for resume review and the interview matrix, leaders should have the ability to work within a team and use effective decision-making skills.

The *resume review and interview matrices* theme aligned to the supportive body of literature and related to both conceptual framework theories. The theories include transformational leadership theory and decision making. Transformational leadership theory focuses on the style of the manager required to lead and motivate workers (Kochanowski, 2011). Hiring employees, managing those employees, and retaining workers are key strategies for a business to sustain (Collins, 2014). The transformational

leadership theory addresses the procedures and strategies used to hire workers (Bottger & Barsoux, 2012). The procedures for these leaders include reviewing the resumes of potential candidates and using a matrix for hiring. Within the transformational leadership theory, the nature of these leaders aids them with motivating others on the hiring panel to use the strategies provided to make a decision on which candidate to select.

Decision-making focuses on how leaders make decisions. The experiences of leaders provide the catalyst for their decision making (Seo et al., 2013). Key factors such as training and communication affect the decision-making process (Bell & Martin, 2012). The decision-making process in terms of hiring workers includes using different avenues to find qualified applicants for a position in order to lower cost while ensuring a quality hiring process (Brenic & Norris, 2012).

The historical body of supporting literature for this study included information on reviewing resumes to find qualified candidates. Tas & Ergin (2012) suggested that the purpose of a business leader is to utilize the resumes to acquire candidates within a pool of people that may benefit the business. Tsai et al. (2011) determined that company leaders review applicant resumes to select workers. Employee turnover and retention are associated with the hiring strategies of leaders, which include the reviewing of resumes. Tsai et al. indicated that proper resume review results in an increased number of qualified candidates, which could result in productive employees. Information within the resume provides a blueprint for company leaders to gather details about the potential candidate. According to Tsai et al. (2011), the resume assists managers with obtaining useful information on the applicants. Additionally, based on the qualifications required to apply

for the position, the resume is the gateway to determining if the candidate has the requisite skills required to fit into the culture of the organization. Within this case study, the research collected indicated that the company leaders that participated in the study utilize the strategy of reviewing resumes to gain employees to fit with the organization.

Supporting the existing literature, respondent P3 noted that using the resume helps with “pointing out the success and short comings” of past candidates. P3 also stated that the resume “should contain information that leaders can verify such as work history and background.” Respondent P2 noted, “the key words within the resume helps to ensure that the correct person is showing up for the interview.” P2 also stated that when reviewing the resume “if the right person is not in that group, then we do not proceed to hire anyone.” The interviews and company documentation revealed that the resume is the first step used within the hiring process. Additionally, company documents revealed that the interview questions should stem from items found within the resume.

Assessing the interview after the candidate completes this process increases the leader’s opportunity to pick a worker. It is very important that the assessment tool align with the interview questions prepared by the leaders.

The body of literature researched supports the theme of resume review and interview matrix. For this portion of the findings, I focused on the literature on the interview matrix. The purpose of the interview matrix is to score the candidate based on the answers provided to the questions. Kundu, Rattan, Sheera, and Gahlawat (2013) stated that scoring interview candidates helps hiring managers with focusing on the top candidate. The scores from the interview should reveal weaknesses and/or key features



within the candidate that the company requires and/or not wanted on the job (Sutton & Watson, 2013). Based on the research conducted, having an interview matrix saves time and resources during the recruitment process. While these factors seem fundamental, using the matrix is an important component for hiring and a common theme expressed by the participants.

Hiring professionals choose different methods for finding candidates.

Interviewing is one procedure for hiring professionals to use in order to find subordinates to complete job tasks (Kundu et al., 2013). Interviews conducted may be over the phone or face-to-face. Using interviews help with gathering understanding and detailed information about the work experience and other requirements outlined in the job description for the position (Yuvaraman & Kannan, 2012). During the face-to-face interview, managers use the information gathered to score the candidate to determine if that person fits into the organization (Yuvaraman & Kannan, 2012). The interview matrix may contain factors such as a checklist for the following; (a) the appearance of the applicant, (b) intelligence, (c) education, and (d) oral communications. Based on the checklist, during the interview process the hiring professionals may score candidates higher based on aesthetics, which would give that application an edge over those that do not present themselves professionally (Cavico et al., 2012). The research conducted by Cavico et al. (2012) concluded that many employers may not admit to hiring based on the appearance of the candidate; however, the results of this research indicated that appearance is an important factor within the hiring process. Pomeroy (2012) determined that the lack of interviewing skills possessed by members of management require hiring

techniques and manuals. These techniques include the interview matrix for scoring and choosing employees. There was a clear theme established from the participants during the interview process.

For example, P4 noted the following;

One thing that we do is once all of the candidates have been interviewed and reviewed, there is a matrix that is performed to see how well each candidate matched up to those qualifications, requirements, and desirables. These qualifications and desirables that we are looking for in that candidate are important. Each candidate has to go through that matrix and then compared based on the matrix and based on how they answered the questions and how they interviewed.

Respondent P1 noted during the interview process, “people are not dressing to get the job, they are more casual.” We deduct points for that. Respondent P2 noted, “the interview is our strategy,” the policies of the company determine “that decision needs to be made after the interview.” Additionally, respondent P2 also noted that the training manual he writes and distributes throughout the company, “having a guide that everyone can use to be on the same page is an effective resource for the company.” According to respondent P2, this manual contains the questions for the interviews and the assessment guide. “During the interview, all the hiring managers should ask the same questions and knowing what responses we are looking for.” The document entitled *Interview Assessment Form* also contains the same theme, identifying a list of ratings for the candidate, which included “appearance, previous experience, and overall ratings.” This

document also corroborated the evidence for scoring the applicant and providing an “overall impression and recommended action to take.” Members of management then sign and date the document in order to tally the applicant’s score to determine the next steps to take during the hiring process.

### **Theme 3: Practical Demonstrations**

Practical demonstrations help hiring managers to determine if a job candidate has the ability or knowledge to complete the work required; however, some companies do not require candidates to do any type of practical demonstration during the hiring process. It is critical that a candidate has the knowledge to complete work tasks and fit into the organization. The participants’ responses and the body of literature supported this theme.

In a study conducted by Cosby (2014), the impression made by an interviewee should only be one factor considered during the hiring process. In addition to the impression, in order to establish a fit within the organization, if the job requires technical skills, the applicant should demonstrate those skills (Kundu et al., 2013) Managers must ensure that candidates have the ability to complete job tasks to save company time and operational costs.

The transformational leadership theory concept also supports this theme. Ghamrawi and Jammal (2013) suggested that through transformational leadership, the leader could determine the skills of the candidate based on the needs of the company. Oladapo (2014) determined that assessments help managers because of the lack of talent in the application pool of candidates. Proper leadership styles during the employee screening process are important because transformational leaders understand the

requirements of the job and what workers aid with the process (Ladelsky & Catană, 2013).

Based on the decision making conceptual framework, factors such as the knowledge, skills, and abilities of an individual influences the decision-making process. Mwangi, Olay, and Simuyu (2015) found that an individual with specific talents help organizations complete work tasks; therefore managers attempt to hire people with special skill sets. Because of the perception of skills, persons with the ability to decide on a worker tend to overlook others that are unable to complete certain tasks. When looking for employees, supervisors must try to obtain employees with the intent to stay. Therefore, looking for skills should help with the decision-making process. Hiring for retention includes hiring for organization fit, which includes workers with the person-organization fit and intent to continue working for an extended period (Oladapo, 2014).

The respondents to the interview questions determined that practical demonstrations help with selecting candidates. Respondent P1 stated, “we set up practical demonstrations” for potential candidates. Respondent P1 also stated, “we want to evaluate the skills of the person before we make the decision to hire them.” If an applicant states what they are proficient in “we will come in here and we are going to ask you to do those things.” Respondent P3 noted, “proficiency demonstrations should be done by all potential employees to prove that they can do the required tasks.” Responded P4 added to this theme by noting that without the assessment test prior to hiring an employee causes “a blind spot that we have actually have because we can’t physically see the work that the person does prior to them being hired.”

The findings indicated that during the employee selection process, hiring managers should evaluate the candidate on factors required to complete the requirements of the job that include skill set and work experience. The company policy document entitled *Candidate Assessment* corroborated this evidence and depicted a numbering system for “relevant work experience and quality.” The same company policy document also indicated that candidates are scored on “technical strengths, weaknesses, and reservations based on both.”

The consensus from the research concluded that practical demonstrations removes the questions in the mind of managers of if a candidate can complete work tasks. Respondent P1 added to this theme by noting “without proof, we will train a worker for a time period,” if that person fails to learn the job, “the hiring process begins again,” this increases time and cost. P3 also noted that candidates with technical skills help the company because “this cuts back on the number of employees not retained after the time period due to an inability to complete the jobs they were hired to perform.”

The study’s interview answers and company documents determined that every candidate replies to interview questions based on information within the resume; however, an important strategy is assessing the skills of the potential worker. Skill set is an important tool needed for competitive advantage (Mwangi et al., 2015). Skill sets help with providing workers with the opportunity to remain on the job while helping management with maintaining the goals of the business (Mwangi et al., 2015).

**Theme 4: Leadership Training**

Leadership within the company is an important factor required for completing company tasks. A key component of leadership is having the ability to motivate workers. Motivating workers aids with job performances and retaining workers.

The body of literature acquired primarily supported this theme. Latif, Jan, and Shaeen (2013) determined that company leaders and managers who solicit and receive training enable their subordinates to increase job performance and knowledge of company goals. Research also suggested that trained leaders hire effective workers thus increasing competitive advantage (Osula & Ng, 2014). Osula and Ng (2014) determined that transformational leadership style has a positive outcome on employee views and the goals of the organization. In addition, company executives typically acquire transformational leaders to lead the organization during the hiring and growth process in an effort to do this quickly (Osula & Ng, 2014)

Company leaders develop strategies that align with company goals as a means of meeting those goals. Strategies require company supervisors to utilize critical thinking to help the business (Zacher & Jimmieson, 2013). The effective motivation of hiring managers should lead to improved hiring practices thus resulting in gaining a productive workforce and lowered organizational costs (Ghamrawi & Jammal, 2013). Therefore, leadership and training of leaders within a company impacts the overall standing of the organization.

Within the realm of leadership training, developing leadership skills is a form of human resource management (Cosby, 2014). Improved leadership training improves the

performances of the members in the organization (Grasse, Heidbreder, & Ihrke, 2014). Additionally, this training is only effective when the participants transmit the information into the work culture (Grasse et al., 2014). Organizational leaders view the concept of training as a strategic method and a means to gain competitive advantage (Latif et al., 2013).

Supporting the body of literature, Respondent P1 noted that training members of management is a strategy for “everyone to use to be on the same page.” Respondent P1 added to this by noting that in the company’s realm of work “our strategies include having people that we can motivate and train.” The interviews revealed that training is a key strategy and factor for the success of the business.

The findings of this theme indicate the application of transformational leadership. Company leaders applied the transformational leadership style during the hiring process as well as within daily activities to enhance company strategies. Company document entitled *Development Guide* contained the theme, identifying the need for leadership training. The company provides staff development for leaders through webinars and meetings on a monthly basis.

A key factor within the training of leaders is the practices used by those leaders. Effective leadership practices promote leadership in other members within the workforce (Zacher & Jimmieson, 2013). Leaders who frequently pursue knowledge and training on leadership practices increase the moral of employees (Latif et al., 2013). Leaders that actively participate in the hiring and recruitment of employees understand that those hiring contributions aid with the overall goals of the company (Latif et al., 2013). The

hiring practices of the company should align with the talent management requirements for the firm. According to Sharma (2014), talent management and proper leadership practices impact the hiring, training, and retention of employees.

Training leaders on company policies and job goals provides a standard within the company that is transparent throughout the organization. Respondent P1 noted, “We want the managers to advance to a higher level in the business,” this requires training and understanding the business. Respondent P1 also stated “inquisitive people” hire and work with the same type of people. Respondent P2 noted that training is important for management because again “having a guide is an effective resource.” Additionally, members of management require training in order to “train the individual hired.” The document entitled *Development Guide* also contained the same theme, “leaders should solicit training and identify other leaders who may be willing to discuss their experiences.” The development guide also contained similar themes regarding training strategies indicating that the manager should “be accessible to senior leaders to observe them over a one month period for feedback on the decision-making process,” leaders should work with other members of management to “discuss strategies, goals, and personnel requirements.”

### **Theme 5: Compensation and Benefits**

Managers place value on the need to pay employees because this practice promotes an understanding and caring culture within the organization. It is critical to find employees that fit into the organization; however, those workers require compensation to accept the position and/or remain at the organization.



The *compensation and benefits* theme aligned to the body of literature and related to the decision-making theory. Leaders within organizations focus on the management of talent (Sharma, 2014). Managing talent includes recruiting employees and providing compensation to workers (Sharma, 2014). The decision field theory pertains to the thinking process used by leaders and analysis conducted when making decisions. Due to the human capital connection between decision making and talent management, the decision makers use this for competitive advantage (Vaiman et al., 2012).

In this case study, while the hiring managers need to acquire skilled staff to complete work requirements, the tasks require strategies for gaining employees. Within businesses as the company grows the need for staff members increases. The team members become increasingly engaged on the needs of the business and the reliant on each other's work to achieve company goals. The perception of these hiring managers was that providing compensation to workers was paramount to achieve and maintain competitive advantage.

Kavitha, Greetha, and Arunachalam (2011) determined that salary and compensation might affect the hiring of employees. Compensation programs on the job are vital for attracting qualified candidates (Kavitha et al., 2011). Organizations even have payment scales for each department as a means of determining the rate of pay personnel receives. In contrast, the salary of workers aid with retention thus limiting the advancement of other employees (Kavitha et al., 2011). In addition to compensation, employers attract candidates with healthcare plans, bonuses, and annual leave (Jain, 2013). Another benefit offered to employees in addition to compensation and benefits is

the opportunity for training and advancement within the company (Alasadi & Sabbagh, 2015). During the recruitment process, having a benefit package could help hiring managers with finding qualified candidates.

The managers that participated in this study agreed that compensation and benefits is a strategy used to hire workers. The managers also believe that the company budget and goals determines the level of compensation and benefits earn by an employee. Adding to the body of literature, P1 noted that based on the level of expertise of a candidate, compensation is determined. P1 went on further to say “we need certified workers, which costs money.” Members of management should understand this when determining the personnel requirements. Additionally, P1 believed that certified employees require a higher wage, yet non-certified employees require more training. “Regardless of the situation, costs are involved.” Respondent P3 went a step further and stated that “stripping benefits and pay limits” the company’s ability to hire skilled workers. P3 went a step further to note that candidates have declined jobs to “go to other companies for the pay and benefits.”

When company leaders require skilled workers to complete job tasks, finding those workers may be difficult. Due to this difficulty, those skilled workers require higher wages than non-skilled workers do. The managers in this study understand this factor. Respondent P4 noted that the job requires the hiring of “skilled technical personnel” both on the hourly level and on salary level. In addition to needing workers with a special skill set, P4 added by stating that a strategy for the company is find

workers that have the ability to “work for the benefits and the amount of compensation that the role plays.”

### **Applications to Professional Practice**

During the data analysis process, five themes emerged. The four engineering and aeronautics industry hiring managers that I interviewed use these themes as strategies to hire workers. At the conclusion of the research process, it became clear that managers need strategies to hire employees for organizational fit. The findings of the study were significant to professional business practices in different ways. Employing workers with skills in aeronautics and engineering require strategies for hiring those employees. The focus of hiring skilled workers impacts companies because the leaders may become dependent on individuals with specific skills. Employing workers helps company managers with competitive advantage. The findings within this study could assist managers with developing strategies for selecting skilled workers that fit into the organizational culture.

The findings of this study revealed the views of hiring managers within one company at two different locations. These managers stated best practices and strategies used to hire employees for organizational fit. Managers who are attempting to find qualified workers require information on how utilizing hiring strategies affect the company. Although many industry hiring standards include reviewing resumes and creating job descriptions, the hiring managers specified these techniques as sound strategies used for selecting workers. In addition, during the review of current literature I found work from scholars on these strategies. For example, Tanguay et al. (2012)

determined that managers use the resume to determine if a candidate fits the needs of the business. Additionally, the descriptions for a job opening assists with ensuring that only qualified individuals apply (Mueller & Baum, 2011).

Using strategies to hire workers whether it is reviewing resumes, requiring practical demonstrations, or providing a competitive salary, hiring managers must understand how these strategies impact the competitive advantage of the company. The job descriptions used by the business leaders should provide specific details about the job requirements. Since engineering and aeronautics are specialized positions, the leaders acknowledged the importance of emphasis in terminology used within the requirements for those jobs. When reviewing the resumes, the strategies used could involve using key words from the job descriptions to acquire qualified workers. Once the managers determine a candidate to interview, requiring that individual to demonstrate their abilities is another helpful strategy used by these managers. For example, when an applicant states they possess the skills to paint an airplane they should display this skill during a practical demonstration.

Under the leadership and training theme, managers should provide and attend leadership training to understand and develop hiring strategies. The findings of this theme are relative to transformational leadership theory and indicate hiring managers need strategies in order to recruit and hire employees for organization fit (Johnson, 2014). Since leaders influence the hiring of employees (Bottger & Barsoux, 2012), the correct leadership style is a strategy helpful for gaining workers. P1 indicated that he continuously attempts to motivate his employees to hire for the good of the company and

for organizational fit. Through transformational leadership, managers have the opportunity to motivate workers and other leaders to share the goals of the company and change their thinking (Chi & Pan, 2012). The new way of thinking for these leaders could include implementing strategies for hiring workers. In order to fit within this organization, having technical skills and knowledge is a requirement. Therefore, using transformational leadership style could be a method for perceiving job fit during the hiring process (Chi & Pan, 2012). The findings also relate to decision-making theory because hiring managers should make sound decisions when determining which employee to hire as well as the strategy to use to hire that worker (DeNisi & Griffin, 2012).

The data from the participants' responses and the company documents revealed strategies for hiring employees that could possibly help managers in multiple ways. The study findings were connected to and constructed on the review of literature. The study findings could elevate company practices by teaching current and future hiring professionals about hiring strategies. To achieve the strategies depicted within the themes it is necessary for the managers to gain support from key leaders within the business thus engaging all members of the company to ensure new hires fit within the organization. Hiring managers may review (a) detailed job descriptions and job requirements, (b) resume review and interview matrices, (c) practical demonstrations, (d) leadership training, and (e) compensation and benefits and implement strategies to follow these themes to hire employees for organizational fit. When hiring criteria are ineffective, the effectiveness of finding a candidate that fits into the organization lowers (Oladapo, 2014).

### **Implications for Social Change**

Company leaders utilize the expertise and decision-making skills of managers for hiring employees (Kottke & Pelletier, 2013). Hiring an efficient worker for the job is an important function to maintain performance quality and retention within a business (Sumanth & Cable, 2011). Hiring managers may lower organizational cost if they use effective hiring strategies (Poddar & Madupalli, 2012). Improper hiring techniques increase business cost due to employee turnover (Poddar & Madupalli, 2012). Results of this study (a) detailed job descriptions and job requirements, (b) resume review and interview matrices, (c) practical demonstrations, (d) leadership training, and (e) compensation and benefits offer hiring managers a synopsis of present strategies used by other hiring managers to hire employees for organizational fit while maintaining competitive advantage.

Hiring qualified, motivated, hardworking, and efficient workers is helpful for business leaders. Qualified workers stay with companies for longer periods of time (Oladapo, 2014). The need to fill positions can impact organizational hiring practices. Boon et al. (2011) determined that hiring managers use strategies for bringing on employees for that person-organizational fit. The improper hiring of employees can increase the direct cost for a business (O'Connell et al., 2011). Direct cost includes recruitment and training for new employees (Sumanth & Cable, 2011). Hiring managers must make effective hiring decisions to maintain competitive advantage (Poddar & Madupalli, 2012). The findings may affect social change because business and society are interdependent. When leaders gain insight into effective hiring strategies, the results

include successfully hiring workers. When managers understand the strategies needed for hiring employees for organizational fit, hiring failures decrease and the reputation of the business increases within the community. If hiring managers select the right workers, the business may sustain operations in the community and contribute to the prosperity of the employees, their families, communities, and the economy.

### **Recommendations for Action**

The purpose this exploratory case study was to explore the strategies of hiring managers to hire employees that fit into the organization. Hiring managers require specific criteria and strategies to hire employees to lower cost and maintain competitive advantage (Poddar & Madupalli, 2012). Potential future and present hiring managers should consider the results of this study as an avenue for gathering the significance of knowing the importance of job descriptions and job requirements, reviewing resumes and interview matrices, using practical demonstrations, leadership training, and compensation and benefits. I recommend hiring managers in the metro Atlanta, Georgia area, and South Carolina area to pay attention to the results and share the results with current and potential hiring managers. I will provide the participants with information about the findings. If possible, I will publicize the results using platforms such as lectures, training, and seminars. I will also advise the participants of the publication of this doctoral study. My final recommendation is for hiring managers outside of metro Atlanta, Georgia, and South Carolina to pay attention to the results and findings.

### **Recommendations for Further Research**

The focus of this study was on hiring managers with experience implementing sound strategies for hiring employees for organizational fit. The population consisted of four hiring managers with a year of managerial experience. The primary limitation was one sample size of participants. Limitations are potential shortcomings of the study that are typically out of the researcher's control (Marshall & Rossman, 2016). Another limitation for this study was that the study solely focused on one corporation and may only be applicable to that organization and could eliminate other businesses (Downes & Koekemoer, 2012). Recommendations for further study include a study involving a larger sample size of study participants. Another recommendation for further research is to include more than one firm. Data saturation was achieved after interviewing four participants in this study. Data saturation involves continually adding new study participants until completing the data set by having redundant data (O'Reilly & Parker, 2012). I also recommend a study based in different locations outside of the metro Atlanta, Georgia area, and South Carolina. I also recommend conducting a study over an extended period of time. To complete this study, I used the qualitative method and the case study design. Researchers could use other methodologies and designs for further research on hiring strategies for hiring managers.

### **Reflections**

While going through the doctoral process, I realized this was a hard yet rewarding experience. Many obstacles and roadblocks occurred during this process. While in this process, I gained knowledge about hiring strategies in the metro Atlanta, Georgia area,



and South Carolina. I used the interview questions (Appendix A) and I relieved any bias within prior to the interviews. Additionally, I had no prior knowledge of the industry in which the participants worked. This allowed me to control my reactions to the interview responses.

I have changed my views about hiring strategies since interviewing and speaking with the study participants. The work ethic and responsibilities they have helped me gain a huge respect for the participants. I felt enlightened by the study results and gained new knowledge from the findings. I felt fulfilled by adding new insights to the body of literature on this topic.

### **Summary and Study Conclusions**

The purpose of this exploratory qualitative case study was to explore the strategies of hiring managers to hire employees for organizational fit. In order to collect the data, I used the method of triangulation and gathered data from multiple sources. I used semistructured interviews as a method for collecting data. I used member checking to solidify the participants' answers. The secondary data consisted of company documents on interviewing and leadership hiring and managerial guides. I achieved data saturation when no new data, information, or new themes emerged (O'Reilly & Parker, 2012).

After the collection process, I analyzed and coded the information until themes emerged. The themes linked to the existing body of literature, the company documents, and the conceptual frameworks transformational leadership theory and decision-making theory. The findings were clear and the five themes included, (a) job descriptions and job

requirements, (b) resume review and interview matrices, (c) practical demonstrations, (d) leadership training, and (e) compensation and benefits may be critical to the successful hiring of employees, thus increasing competitive advantage.

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## Appendix A: Gholston Research Guide

Research Topic: Developing Strategies for Hiring Managers

Date of Interview:

Time:

Venue:

Questions:

1. Please describe your role in the business both operationally and strategically.
2. Based on your experiences, what hiring challenges are unique to hiring managers?
3. What is your experience with the decision-making process for hiring employees?
4. How have you strategically motivated the hiring managers to hire the best candidate for organization fit?
5. How might outside factors affect the hiring of employees and the competitive advantage of the company?
6. What are the hiring strategies used within your organization?
7. Please describe your thoughts or procedures in place for the following.
  - a. What strategies could your organization adopt to ensure the effective hiring of employees?
  - b. What is the current timeframe used for hiring employees once a position is open?
  - c. How do you foresee your strategies helping the hiring process evolve?
8. What additional information or thoughts could you share that are pertinent for the purpose of this study that were not included within the interview?

## Appendix B: Invitation Letter to Potential Participants

As hiring manager who has strategies for hiring employees you are invited to participate in a research study on Developing Strategies for Hiring Managers, which I am the researcher. I am a doctoral student at Walden University. This research is a partial fulfillment of the requirements for the award of a Doctor of Business Administration (DBA) degree.

Your participation in this project is voluntary and subject to your willful consent. If you agree to participate in this study, the interview process takes a minimum of 60 minutes to complete. You need to sign an Informed Consent form prior to your participation. This form contains additional information about this research. The interviews are conducted face-to-face and recorded with a digital recorder. You will be asked open-ended, semistructured questions.

Any information provided will be kept confidential.

If you have any questions, please feel free to contact either the researcher or faculty chair.

The researcher's name is Sylvia D. Gholston phone: XXX-XXX-XXXX or email [REDACTED]

The researcher's faculty chair is Dr. xxxxx xxxxx (email: xxxxxxxxxxxxxxxxxxxx.edu).

Thanks in advance for your consideration to participate in this study.

Sincerely,

Sylvia D. Gholston